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**AN ASSESSMENT OF BURNOUT AMONG ARMY VOLUNTEERS
AND ITS IMPLICATIONS FOR SOLDIER AND FAMILY
READINESS AND QUALITY OF LIFE**

DORIS BRILEY DURAND, PhD

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13. ABSTRACT (Maximum 200 words) <p>The perception existed among Army leadership that volunteers were burning out. To determine its level and extent, burnout was examined in the United States, Germany, and Korea through a series of interviews, focus groups, and questionnaires. The measures of burnout included self-reports, Maslach's Burnout Inventory (MBI), and the Center for Epidemiologic Studies Depression Scale (CES-D).</p> <p>At the group level of analysis, the study found that burnout was not a serious problem. Fewer than a fifth of the over 700 respondents self-reported being burned-out. MBI scores were within the low burnout range and the group score for the CES-D was well below the score for clinical caseness. Variations in scores were found by country and by volunteer activity.</p>				
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"An Assessment of Burnout among Army Volunteers and Its Implications for
Soldier and Family Readiness and Quality of Life"

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EXECUTIVE SUMMARY

Title of Study: "An Assessment of Burnout among Army Volunteers and Its Implications for Soldier and Family Readiness and Quality of Life"

Principal Investigator: Doris Briley Durand, Ph.D.

Summary. Study results show that burnout is not currently a serious problem for most Army volunteers. However, due to their limited numbers, increasing demands, and a lack of Army resources and appreciation for volunteer efforts, burnout could become problem in the future.

Background. Throughout its history, the United States Army has depended upon volunteers to provide services to its troops that could not be provided through the resources of the formal organization. Recently, with deployments becoming more frequent and with the Army's increasing emphasis on family support, the demands on present volunteers and the need for new volunteers appear to be increasing. However, more than ever before, Army wives, who historically have comprised the largest percentage of volunteers, are in the paid labor force, thus, decreasing the number of volunteers. The perception exists that the people who are volunteering are becoming "burned out." Given the importance of volunteers to the Army, if the perception is reality, then the Army is faced with a serious problem.

Purpose. The purpose of this six-month study (April through September 1996) was to ascertain if there currently is problem of burnout among Army volunteers and if so, to determine how extensive a problem it is.

Methods. In order to assess burnout among Army volunteers, interviews were done with Army Community Service Directors and volunteer coordinators; focus groups were conducted with volunteers from various volunteer programs, mostly those under the CFSC umbrella; and questionnaires were administered to volunteers in those programs.

Within the questionnaires burnout was measured by self-reports, Maslach's Burnout Inventory (MBI), and the Center for Epidemiologic Depression Scale (CES-D). Burnout was operationalized as: 1) respondents self-reporting they agreed with the statement "Burnout is a problem for me personally," and answering "yes" to the question, "Do you feel burned out by your volunteer activities?"; 2) a high score (>27) on the Emotional Exhaustion subscale and a high score (>13) on the Depersonalization subscale and a low score (<31) on the Personal Accomplishment subscale of the MBI; and 3) a score >16 on the CES-D.

Data were collected at Army posts in the United States, Germany, and Korea. While the sample was not chosen so as to be representative of all volunteers in the Army, it was chosen in a systematic manner to give a general overview of volunteerism throughout the Army.

Findings. The study found that burnout was not a serious problem for most Army volunteers. Only 15% to 20% of the over 700 respondents self-reported being burned-out. Scores derived from the Maslach Burnout Inventory were within the low burnout range and the group score for

the CES-D was well below the cut-off point for possible clinical caseness. The relatively low level of burnout may be explained, in part, by the excellent quality and high motivation found among the Army's force of volunteers. Almost 80% of volunteers have some education beyond high school and the two main reasons respondents gave for volunteering were to help other people and to make a contribution to their communities.

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Implications for Readiness and Quality of Life. The implications for soldier and family readiness and quality of life are that these dedicated volunteers will continue to do their best to meet the demands placed upon them. However, the numbers of volunteers are small, and with ever-increasing demands, the volunteers may begin to experience higher levels of burnout. Burnout will affect the quality of their volunteer efforts and may eventually result in their quitting volunteer programs and activities.

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BACKGROUND

Since its inception, the United States Army has depended upon volunteers to provide services to its troops that could not be met by the manpower and budget allocations of the formal organization.



With the aid of other officers' wives, both at home and in the camps, she (Martha Washington) formed what may have been the forerunner of the Officers' Wives' Club and the Family Services Program. While their social gatherings provided a sense of camaraderie for the war-weary wives, they also were designed to help the war effort. Circles of women knitted and sewed for the troops, rolled bandages from cast-off linen, and helped care for the ill and wounded (Alt and Stone, 1991, 6-7).

Throughout the years, volunteers have continued to care for soldiers and their families fostering readiness and retention. It is impossible to estimate in monetary terms the value of all the intangible contributions volunteers have made to the emotional and psychological well-being of soldiers and their families. It is equally difficult to estimate in monetary terms all the tangible contributions of food, money, and clothing, volunteers have provided to the military community. However, an estimate can be made of the value of volunteers' manhours in some activities. Based on these estimates, one can conjecture how difficult, if not impossible, it would be in this era of downsizing and budget cuts to replace these volunteers with paid staff.

According to a 1995 Department of Defense (DoD) pilot study of twenty-three Army posts, 94,518 volunteers contributed over 624,546 hours to Army sponsored programs and activities. If the value of those hours is calculated using a conservative multiplier of a minimum wage rate of \$5.15 per hour, the contribution is a significant \$3,216,412. In Army Community Service activities alone, it is estimated that in 1995, 14,944 volunteers contributed 608,365 hours saving the Army almost 2.6 million dollars based on an estimate of volunteer earnings of less than \$5.00 per hour (Nystrom, 1996).

Recently, with deployments becoming more frequent and with the Army's increasing emphasis on family support, the need for volunteers appears to be increasing. At the same time, more than ever before, Army wives are in the paid labor force, thus decreasing the number of volunteers. The 1995 Survey of Army Families (SAFIII), found that of its respondents nearly half were employed, while fewer than twenty percent were engaged in any volunteer work, either military or civilian (U.S. Army Research Institute, 1996). A perception exists that given the increasing demands and the limited numbers of volunteers, "burnout" is occurring among volunteers. Given the importance of volunteers to the Army, if the perception is reality, then the Army is faced with a very serious problem.

The Concept of Burnout

What exactly is burnout? The first few scientific articles about burnout appeared in the mid-1970s in the United States (Freudenberger, 1974, 1975; Maslach, 1976). "The significance of these first articles was that they provided an initial description of the burnout phenomenon, gave it its name, and showed that it was not an aberrant response by a few deviant people but actually much more common" (Maslach and Schaufeli, 1993, 2). The initial work of Freudenberger on burnout concerned volunteers who were working in free clinics to help those who sought medical, dental, drug, and psychological assistance. However, most of the work to follow has been concerned with the phenomenon in relationship to professional care givers, e.g., social workers (Austin and Jackson, 1977), teachers, (Belcastro and Gold, 1983), nurses (Burgess, 1980), clergy (Freudenberger, 1982), psychotherapists (Grosch and Olsen, 1994). "Burnout is a state of fatigue or emotional disillusion of persons involved in *people-related work* [italics mine] who begin with high ideals and commitment, where this vision has been replaced by disillusion or even cynicism (Grosch and Olsen, 1994, 4).

Some recent work on burnout has once again focused on volunteers, such as those engaged in hospice volunteerism (Paradis, Miller, and Runnion, 1987). At the same time "the concept has been extended beyond the traditional borders of the human services" (Maslach and Schaufeli, 1993, 12); it is being associated with executive jobs, parent-child and husband-wife relationships. The concept of burnout "has become incorporated into the daily argot of our society; burnout has become a buzz word used to convey a great number of personal and social problems" (Freudenberger, 1981, 1). For example, in Madhouse: The Private Turmoil of Working for the President, Jeffrey Birnbaum writes:

Work in the White House is non-stop. It consumes almost every waking hour. Family life falls by the wayside; the First Family is the only family that a staffer really has time to serve. A twelve -hour day is a short one.... The place is on permanent overload.... With little time to think, and barely enough time to act, mistakes are made often... At every turn, there are "tragedies" and "disasters," not merely setbacks that need to be fixed. One result is a huge burnout factor among the staff, and a very rapid turnover (Birnbaum, 1996, 6).

Given the complex history on the use of burnout as a concept, the conceptualization that appeared most appropriate for this study suggested burnout was "a multidimensional phenomenon involving several individual and environmental variables in a complex interactive process" (Rawnsley, 1989, 52). Its operationalization, therefore, incorporated a variety of ways to capture its many dimensions: self-reports, Maslach's Burnout Inventory (MBI), and the Center for Epidemiologic Depression Scale (CES-D). Burnout was operationalized as: 1) respondents self-reporting they agreed with the statement "Burnout is a problem for me personally," or answering "yes" to the question, "Do you feel burned out by your volunteer activities?"; 2) a high score (>27) on the Emotional Exhaustion subscale and a high score (>13) on the Depersonalization subscale and a low score (<31) on the Personal Accomplishment subscale of the MBI; and 3) a score >16 on the CES-D.

Previous Army Research on Burnout

The Army has conducted little research on volunteer burnout (DTIC Search GOL17C, 20 March 1996) to test the accuracy of the perception that it is an extensive problem among volunteers. Most of the Army's research has been done since the late 1980s by the Walter Reed Army Institute of Research (WRAIR), Washington, D. C. and by WRAIR, Europe. It has focused solely on Family Support Groups (FSGs). Psychological burnout among FSG volunteers, especially leaders of small unit FSGs, was first studied by the Department of Military Psychiatry, WRAIR, at battalion and company levels in deployed units of the 7th Infantry Division (Light) at Fort Ord, California during Operation Just Cause (Panama), 1988-1989. WRAIR found that FSG volunteers were "overloaded" by the command structure with requirements and demands with which they were not trained to cope and could not handle alone (Marlowe et al, 1988).

FSG volunteer burnout was also studied by the Department of Military Psychiatry, WRAIR, during Operation Desert Shield/Storm (1990-1991), the Persian Gulf War. WRAIR, Washington, found that occupational stress burnout due to extra demands by spouses affected some service provider staff and unit FSG leaders (Rosen, et.al.1994). Self-reported burnout was highest among spouses of deployed unit leaders who served as support givers during ODS (Teitelbaum, 1995). WRAIR, Europe, found among Family Support Group leaders, of its 68 respondents at company level, 18% reported feeling frequently "burnt-out" by FSG demands and 15% of 41 respondents at BN level reported feeling "burnt-out" (Vaitkus, 1992, 11).

Since the 1980s WRAIR's repeated surveys of spouses and soldiers at a FORSCOM Army installations show the emergence of FSG volunteer burnout as a cumulative and recurrent element associated with leadership climate and family support in small units and at the installation as Army family support resources become increasingly constrained (Teitelbaum, 1996).

PURPOSE

The Commander, United States Army Community and Family Support Center (CFSC), contracted for this six-month study (April through September 1996) to ascertain if there currently is a problem of burnout among Army volunteers and if so, to determine how extensive a problem it is.

METHODOLOGY

The Sample

Subjects for the study were chosen to represent volunteers who were currently volunteering and those who were no longer volunteering, possibly as a result of burnout. Subjects were selected from a wide variety of Army activities and programs, not just FSGs. The primary focus was on volunteers in activities that come under the CFSC umbrella and, among those, on the ones with the greatest number of volunteer hours as determined by the DoD pilot study:

FSGs, Youth Services, Army Community Service (ACS), Army Family Team Building (AFTB), Army recreation, Music and Theater, Army Family Action Program (AFAP), Better Opportunities for Single Soldiers (BOSS), Child Development Services (CDS), and Army Libraries.

Twelve posts were selected by CFSC for the study from among major commands (MACOMs) in the United States, Germany, and Korea. The posts were selected so as to give a general picture of volunteerism within MACOMs throughout the world; the sample was a convenience sample, not a truly representative sample.

Data were collected at each post through qualitative and quantitative approaches: 1) interviews with volunteer coordinators and ACS Directors, 2) focus groups with volunteers, and 3) questionnaires for volunteers. The study was designed to gather data that examined burnout at several levels of analysis: the individual volunteer; the organization, e.g. ACS, Red Cross; the command at the post, and the institution, i.e., the Army.

Data Collection

Interviews. The interviews with volunteer coordinators and ACS Directors, lasting one to two hours, were semi-structured and covered topics shown in Appendix A. Interviews with the staff were conducted for a number of reasons. The interviews gave the perspective of paid personnel on volunteer burnout versus that of volunteers. The volunteer coordinators and ACS Directors could provide information that was particularly valuable in terms of organizational, command, and institutional factors that might affect burnout. The interviews at the beginning of the study helped in the development of the questionnaire and those done later served to validate the questionnaire.

Interviews were conducted on-site and telephonically. On-site interviews were conducted at all posts, except for Korea and two U.S. posts. In CONUS and Korea, interviews were conducted with both volunteer coordinators and ACS Directors. In Germany, out of a total possible four volunteer coordinators and ACS Directors, three ACS directors and one acting director were interviewed, but only two volunteer coordinators were interviewed. Where there were no interviews, it was because the positions were vacant.

Focus Groups. The focused interviews with volunteers were semi-structured and lasted between one and two hours. The interview outline is attached as Appendix B. Each participant was identified only by his or her first name and each was informed of the confidential nature of the material collected in order to promote openness and truthfulness of responses. Depending on where on the time line the focus groups were scheduled, they either provided information for use in questionnaire development or for validation of the questionnaire. Their anecdotal input also served to broaden the spectrum of information not available in the closed-ended questionnaires.

Where on-site visits were made, the volunteer coordinators were requested to provide subjects for the focus groups who cut across the rank structure, came from a variety of agencies, and were both volunteers and former volunteers. There were only a few former volunteers in the focus groups. At most posts there was no follow-up when a volunteer left an agency, so few

volunteer coordinators could identify former volunteers to be in the focus groups. There were a total of 19 focus groups with 136 participants; in United States there were 10 focus groups with 78 participants and in Germany there were 9 focus groups with 58 participants. In-person visits were not made to all posts selected for the study because of monetary and time limitations. Focus groups were not conducted at these three sites; rather two individuals were selected by the volunteer coordinators or ACS Director to speak telephonically about their volunteer experiences.

Questionnaires

Questionnaire Composition. The questionnaire, based on a literature review, the interviews, and focus groups was composed of three elements: 1) respondents' demographics, 2) measures of burnout, and 3) measures of variables that were hypothesized to have a relationship with burnout. The questionnaire is attached as Appendix C.

1. Demographic Information. Information was obtained on gender, racial background, military status, marital status, education, family composition, and employment status.

2. Measures of burnout. To measure burnout, a number of approaches were utilized in order to encompass its many dimensions. Two well-established scales, Maslach's Burnout Inventory (MBI) and the Center for Epidemiologic Studies-Depression Scale (CES-D), were in the questionnaire. It also contained several items based on the many definitions of burnout derived from focus group interviews which have been designated "buzz-word burnout" for purposes of analysis.

A. Maslach's Burnout Inventory.¹ The Maslach Burnout Inventory (MBI) was designed to measure burnout that can occur among individuals who work with other people in some capacity. The MBI measures three aspects of the burnout syndrome: emotional exhaustion, depersonalization, and lack of personal accomplishment. Emotional exhaustion is the feeling of emotional overextension and exhaustion. Depersonalization occurs when people fail to relate to the people they are working with as human beings. Personal accomplishment concerns the degree of confidence respondents have felt in themselves, their relationships with their clients, accomplishments, and the satisfaction they derive from their work (Rimmerman, 1989, 14). There are 25 items in the inventory with each item rated on its frequency. In order to use the MBI for this study, it was revised by Dr. Durand and approved for use by Consulting Psychologists Press, Inc. to reflect burnout among Army volunteers rather than among workers in the care giving professions.

B. Center for Epidemiologic Studies Depression Scale. Because some authors believe that burnout and depression are closely related, a depression scale was put into the questionnaire. The CES-D, p. 12, was specifically constructed to assess frequency of depressive symptoms, with emphasis on depressed affect or mood. It was intended for use with cross sectional samples in survey research. The CES-D was not designed as a clinical intake measure and/or for evaluation of the severity of the illness over the course of treatment. Six components are reflected in the

¹ The MBI is a proprietary scale. Scale items cannot be duplicated in the report. For information on the MBI contact Consulting Psychologists Press, Palo Alto, CA 94303.

scale: depressed mood, feelings of guilt and worthlessness, feelings of helplessness and hopelessness, psychomotor retardation, loss of appetite, and sleep disturbance. Respondents were asked to indicate how frequently they experienced a symptom such as poor appetite within the past week. Responses included: "rarely or none of the time (less than one day)," "some or a little of the time (1-2 days)," "occasionally or a moderate amount of time (3-4 days)," "most or all of the time (5-7 days)." Each frequency level is assigned a numerical score ranging from 0 (rarely or none of the time) to 3 (most or all of the time). Scores range from 0 to 60 with higher scores indicating higher frequency of depressive symptomatology (Robinson et al., 1990, 212).

C. "Buzz-word Burnout." As Freudenberger (1981) noted, burnout has become a buzzword implicitly understood in our society. In the focus groups, one of the first questions addressed was, "Do you feel burned out?" Respondents answered "yes" or "no." Then when asked what they meant by burnout, the answers varied: "Burnout is "frustration," "a lack of joy," "exhaustion," "being overwhelmed," and "when you're ready to give up." Statements were entered into the questionnaire to reflect these definitions of burnout. The respondents answered on a Likert scale ("strongly agree to strongly disagree") to statements such as "I feel burnout is a problem for me personally," p. 10. For other questions such as "Do you feel burned out by your FSG volunteer work," respondents answered "yes" or "no," p. 5.

3. Measures of variables associated with burnout

As noted above, "burnout is a multi-dimensional phenomenon involved in several individual and environmental variables in a complex interactive process"(Rawnsley, 1989, 53). For purposes of this study, variables that were hypothesized as affecting burnout were distinguished by the level of analysis from which they emanated: the individual, the organization, the command, and the institution. For example, at the individual level, a person may experience burnout because he or she places unrealistically high expectations upon him or herself. At the organizational level, the degree of burnout for that volunteer may be made greater because the organization does not have sufficient paid staff and is allocating an impossible workload to the volunteer.

A. Individual factors. Freudenberger (1974) was one of the first to explore personality factors as contributing to burnout. He suggested that the overly dedicated and excessively committed individual is most prone to burnout (Grosch and Olsen, 1994, 11). Examples of statements in the questionnaire (Appendix C) that relate to the self are: "I set very high standards for myself" (p. 10); "I feel I make a difference with my volunteer work" (p.10); "My volunteer work makes me feel good about myself" (p.10). The respondents replied to the statements on a Likert scale from "strongly disagree" to "strongly agree."

B. Organizational factors. Rosenthal et al. found that a significant relationship between work environment and burnout with staff support, work pressure, and clarity are strongly correlated with the emotional subscale of the MBI (Rosenthal et. al., 1983, 132). Paradis et al.(1987) found that within an organization role ambiguity and status ambiguity were major sources of stress leading to burnout. In role ambiguity, the subject is unsure of his or her role in the organization and unaware of its functions or requirements (170). In status ambiguity, the

subjects were unsure of how they fit in the organization. There were problems communicating with the staff; they felt the staff expected too much; they thought they could do more than allowed by the staff (171-172). Some of the statements in the questionnaire (Appendix C) that pursued the effect of organizational variables on volunteer burnout were: "I feel that I do as much, if not more, than the paid staff where I volunteer" (p. 10); "The paid staff where I volunteer is very supportive of me" (p. 11); "The organization where I volunteer makes me do the 'scut work'" (p. 11). Each such statement was answered on a Likert scale ("strongly disagree" to "strongly agree"). Examples of questions which were answered "yes" or "no" which also addressed organizational factors include: "Do you know what your duties are as a volunteer for ACS?" (p. 5); "Do you feel that you have been adequately trained to perform those duties?" (p. 5); "Do you feel adequately supervised as you perform your duties?" (p. 5); "Do you feel adequately rewarded (e.g., a "Thanks," a certificate) for your work?" (p. 5).

C. Command factors. The Army's volunteer organizations, such as Family Support Groups, do not operate solely as independent organizations; they are strongly affected by command support, as repeatedly shown in other research (e.g., Martin, et al., 1993; Rosen, Westhuis, and Teitelbaum, 1994). The command support may emanate from the unit's own chain of command or from other commanders outside the chain who have the power or personality to influence the organization, e.g., Post commander, Division commander, Corps Commander. The questionnaire looks at command through two statements with which the subject agrees/disagrees: "Our command strongly supports volunteers." (p. 11); "My commander's spouse makes it clear that unit spouses are expected to volunteer in some capacity." (p. 11).

D. Institutional factors. In a message to children of Army personnel, former Chief of Staff of the Army General Sullivan stated: "You are a part of a close-knit family---the family of the United States Army." This message conveys how much the institution, the Army, pervades the lives of its personnel and their families. Thus, how it allocates resources, determines policies, and promotes a feeling of caring will determine how individuals feel they fit into the "family." The study looks at the assumption that the better the fit, the more likely the person will be to volunteer to support and promote the Army. Statements that help to determine the degree of "fit" are those such as: "I love being in the Army/ being an Army spouse." (p. 11); "Volunteer work is part of being a member of the military community." (p. 11); "The Army is using volunteers to replace the military and/or paid civilian eliminated through downsizing." (p. 11).

Questionnaire Distribution. Over three thousand questionnaires (3,375) were distributed among the posts; the volunteer coordinators or the ACS Directors in turn distributed approximately 75% of those questionnaires to various organizations for their volunteers. Each questionnaire was anonymous; it did not ask for name, social security number or unit. At most posts the questionnaires were returned in sealed envelopes to the organizational POC and they were sent forward to the volunteer coordinator or ACS Director for return to WRAIR. Just over 900 questionnaires were returned for a response rate of 36%. Seven hundred and forty-eight were usable for analysis.

The response rate of 36% was a consequence of many factors. The number of questionnaires earmarked for distribution had been based on the "number of volunteers" reported

in the DoD pilot study. That study, however, was not based on the number of individual volunteers, but rather on the number of volunteers in each agency; thus, if an individual worked in three agencies, the report would have counted the one individual as three volunteers. Other factors affecting the response rate were: 1) because of the interest in the research community on deployment, some communities have been "surveyed out" and individuals did not want to participate in another survey, 2) the points of contact did not feel they could adequately handle all the questionnaires in the given time frame and so passed out a smaller number of questionnaires, and 3) the timeline for the project resulted in the surveys being distributed in the summertime when families were PCSing or going on vacation.

FINDINGS

The findings of the study are presented below by data source: interviews with volunteer coordinators and ACS Directors, focus groups with volunteers, and questionnaires answered by volunteers. The findings from all sources could have been integrated in this report, but it was felt that valuable information from a particular perspective would have been lost with that approach. Within the interview and focus group sections, there are quotes by the subjects which illustrate how the findings were derived and, in many cases, indicate the degree of emotion associated with the issue.

Interviews with ACS Directors and Volunteer Coordinators

The interviews with ACS Directors and volunteer coordinators followed the guidelines shown in appendix A. The emphasis in these interviews was basically two-fold. The first emphasis was to determine whether burnout was a problem at the post. The perception of burnout at the survey sites varied widely. The ACS Director and the volunteer coordinator in Korea did not believe that burnout was a problem there because most volunteers were in country for only a short time, so they did not experience the negative effects of "doing too much for too long." In Germany, the widely held perception was that burnout was most prevalent among Family Support Group leaders because of the "unrealistic expectations" placed upon them by unit spouses when the soldiers were deployed. In the United States, burnout was largely viewed as a consequence of an individual's choices.

The second emphasis of the interviews was to assess the factors that contributed to volunteer burnout. Length of tours and soldiers' deployment status, as noted above, were two factors seen as affecting the degree of burnout. Several other factors emerged from the interviews as having an impact on staff and/or volunteer burnout. The factors have been categorized as "individual," "organizational," "command," or "institutional." In some instances the factors may overlap categories.

Individual Factors.

1. Volunteers' Ability to Find Employment. The staffers reported that recruitment and retention of volunteers were affected by the employment situation on-post and in the surrounding community. If a post could only offer entry-level positions GS3/4, and/or if the available jobs in

the community required few skills, e.g., Burger King, staffers found it relatively easy to recruit volunteers. Lacking a paid position, many persons sought volunteer positions in order to fill up their free time and/or to gain job skills. Thus, the frustration of trying to find volunteers for agencies was avoided by the staff.

Organizational Factors.

1. Lack of Consistency in Organizational Supervisory Lines and Job Descriptions. The relatively widespread lack of consistency in the relationship between the ACS Director and the volunteer coordinator function and the lack of consistency in volunteer coordinators' job descriptions were two organizational factors that appeared to have a negative effect on the effective performance of staff members. The guidance surrounding the institution of an Installation Volunteer Coordinator (IVC) position in the mid-1980s was that the position should be independent of ACS for fear of its appearing the IVC was giving "preferential treatment" to the recruitment of ACS volunteers (Nicholson, 1996). The position was established for the recruitment, retention, and recognition of volunteers. At present, volunteer coordination may be under the direct supervision of the ACS Director or on a par with the ACS Director with both reporting directly to the Family Support Director. The volunteer coordinator may be involved in, or excluded from, decision making.

The volunteer coordination function may be performed by a contractor, a volunteer, or a civil service employee with grades ranging from GS 5 to GS 11 and with widely varying job descriptions. One volunteer coordinator said her job description required her to be responsible for "recruiting and placing volunteers, recognition of volunteers, and the Special Olympics." Another said she was a volunteer coordinator only part-time because she was also handling the "Town Hall, Mayoral Focus Groups, Military Spouse Day, Army Family Week, National Volunteer Week, Community Service Day, AFAP, and giving news [on post activities] to cable TV every other month." Yet another noted she had responsibility for "30-33 programs at a time with 320 active FSG groups." The volunteer coordinator may be known as the "Installation Volunteer Coordinator," the "Community Life Director," "QOL Coordinator," or the "Volunteer/Family Support Group Chief."

The volunteer coordination function has been a victim of encroachment. Many of the volunteer coordinators have become responsible for the AFTB program, FSGs, AFAP, etc. which leaves them insufficient time to carry out the volunteer coordination duties and responsibilities that would truly benefit volunteers and volunteer programs. The DoD pilot study documented the significant contribution volunteers make to the Army community. The SAF III showed that only a small percentage of Army spouses are engaged in volunteering. If a volunteer coordinator could expend his or her energies in recruiting, recognizing, and retaining more volunteers, the Army community would benefit.

Many of the volunteer coordinators stated that they would benefit from updated guidance from the Department of the Army and more effective communications among them. The Installation Volunteer Coordinator Handbook: A Model for the Installation Volunteer Coordinator Program was published in October 1985 by the U.S. Army Community and Family

Support Center. Many of the volunteer coordinators requested that the knowledge gleaned from twelve years of implementation be integrated into a new handbook. They noted that are some excellent ideas in the field that should be incorporated in a handbook and shared among them. If CFSC could provide to each volunteer coordinator a list of all others with their e-mail addresses, it was felt that this would facilitate dissemination of helpful information. They could share job descriptions, videos, training programs, etc. that they have available and have found useful for the recruitment and retention of volunteers.

2. Lack of an Effective System for Tracking Individual Volunteers and Their Records.

In a few locations volunteers were being tracked by name and activity, but at most survey sites only the hours at an agency were accounted for. As noted previously, this way of accounting does not present a true picture of the number of volunteers and does not present an accurate picture of the work any one volunteer does. For example, a volunteer was nominated for a post award for the outstanding work she was doing for the Red Cross; only when she was interviewed in regard to that nomination did people discover that she was engaged in other volunteer activities as well. She was AFTB president of the board, newsletter editor, master trainer, and core instructor; she was also a Mayor; Thrift Shop Donations Chair; FSG Key Contact Person; Secretary for the Post Scholarship Fund, 3rd VP for Officers' Wives' Club, and Parent-Volunteer at her kids' schools.

As noted previously, little was known about volunteers who left an agency. The reason a volunteer leaves an agency is valuable information. A volunteer's leaving a position because of a PCS should be noted, but a volunteer's leaving a position because of inadequate training or an uncaring supervisor should motivate an agency to take appropriate action for fixing these problems.

The procedures for transferring volunteers' records also varied from post to post. At some posts the volunteers themselves must request their records and any letters of recommendation; at others, records are not hand carried, but must be requested by the acquiring agency. Sometimes records get lost in the process and lost records can mean a volunteer has no seniority at the new post and, for many positions, the volunteer must repeat training.

3. Recognition of Volunteers. Recognition of volunteers was viewed as essential to retention. Recognition can come in many forms: it may be a simple "thank you for the work you've done" or a trip to Disneyland for volunteer of the year. Recognition of volunteer work was not uniform throughout the Army partly because funding available for recognizing volunteers varied so much among posts and partly because the philosophies of the volunteer coordinators and ACS Directors varied. Some staff did not recognize volunteer of the month, etc. because they said it fostered competition among volunteers which they viewed as unhealthy. Some posts recognized all volunteers; some recognized only those volunteers with a certain number of hours. One ACS Director stated she would prefer to recognize impact rather than hours, however, this leads to the difficult issue of knowing how to measure impact.

Command Factors

1. Command Support. Command support was seen as vital to the successful functioning of volunteer programs. All staffers noted that where the commander/s recognized the staff and the volunteers as important contributors to the posts' quality of life, there appeared to be a lower level of burnout. Volunteers were enthusiastic when given support by the command; they felt they were making a contribution which was appreciated. Not all commanders were viewed as being truly supportive of their volunteers.

2. Expectations for Volunteers. Many volunteer coordinators and ACS Directors thought that too much was expected of volunteers in some programs. Most often they mentioned AFTB and FSGs. One ACS Director stated that during the Bosnia deployment it had been suggested that FSG leaders be made responsible for coordinating R&R for soldiers and their families (the suggestion was not adopted). One indicator that was used by a volunteer coordinator to measure the level of unreasonable expectations in a job was the rate of turnover; "We have had 4 AFTB coordinators in 1½ years." The literature suggests that too few expectations for workers can also contribute to burnout. If workers feel they are neither learning nor contributing, they have a tendency to burnout. That was not mentioned as a problem during any of the interviews; perhaps because in most cases there were no outbriefs to obtain such information when volunteers left positions.

Institutional Factors

1. Downsizing and Privatization. The fear of losing their jobs through downsizing or privatization affected many of the professional staffers. Their not being sure if they would be around for a long period of time negatively influenced their degree of commitment to programs. In addition, an ACS Director commented that "downsizing has affected the integrity of programs." She talked about the detrimental effects on her Family Advocacy program when a computer person, a person she referred to as "a non-person person," was riffed into a position where the person had to deal with clients in distress. The person was not trained for such situations and really had no interest in relating to people with problems.

According to several staffers, another impact of downsizing is that agencies are asking for volunteers to replace the personnel, military and civilian, who have been lost because of the drawdown. One volunteer coordinator said, "People are calling all the time for volunteers to replace DA civilians lost to them because of downsizing. Their mission remains the same, but there are fewer people to do it." There were different opinions about the legality of using volunteers in such instances. Some would not place people under these circumstances. However, one volunteer coordinator saw no problem, but only rewards, with using gratuitous volunteers. "We use 'gratuitous volunteers' for office work in the post office, in housing, and at other places. The volunteers learn new skills."

2. The Availability of Childcare. The availability of childcare was cited as a factor having a major effect on recruitment and retention of volunteers. Army regulations regarding the provision of childcare and the raising of funds were mentioned as two factors they considered to have an impact on the availability of childcare for volunteers.

They stated that regulations on childcare permit only those persons certified through the Department of Army system to care for children at an Army installation. Thus, children can be cared for only at Child Development Services (CDS) facilities or in homes certified by CDS. Teenagers or adults who are not trained by the system cannot provide childcare unless the parents are present. This more or less defeats the need for childcare. The number of certified slots are limited and volunteers must make arrangements for childcare weeks in advance of when they will be volunteering. Drop-in hourly slots are seldom available.

The other consideration that affects childcare is how the childcare is going to be paid. ACS may pay for a limited number of hours for its volunteers through non-appropriated funds and because those funds vary by post, the number of hours of free childcare varies by post. For other activities, childcare may be paid for through private organizations established to overcome the limited fundraising opportunities imposed by Army regulations. At some posts, marketing personnel are employed to find funds to support childcare for volunteer activities. There does not appear to be sufficient funding or sufficient childcare slots to satisfy completely childcare needs of volunteers.

Focus Groups with Volunteers

Nineteen focus groups with 136 participants were conducted at posts in the United States and in Germany. Telephone interviews were held with volunteers in Korea. The focus groups and the telephonic interviews followed the guidelines shown in appendix B. There were questions for the focus groups which pertained to institutional, command, organizational factors that might have had an impact on their volunteerism; however, the main emphasis was on the individual in relation to his or her volunteer activities. Examples of questions asked are: "What activities are you engaged in?" "Do you enjoy what you do?" "Do you feel burned out by your volunteer activities?"

Most of the volunteers were engaged in multiple activities. Those who listed only one activity usually had a vested interest in the program, e.g., EFMP, or they remained with an activity for a number of years. One noteworthy illustration of a volunteer's staying with an activity is the volunteer chair of a Swap and Assist Shop who began her project 20 years ago in Germany and has been with the project 15 years at a CONUS post. She started passing out clothes and other items to needy military families in Germany from the trunk of her car. Recognizing the value of her work, the post commander there gave her facilities on post for Swap and Assist. The Swap and Assist continues to provide donated clothing and household items free to E1-E4; others have to swap an item of equal value.

When the volunteers were asked if they felt burned out by their activities, there was a wide range of responses: "Oh God, yes, but what can I do?" to "I never get burned out. When an activity stops being fun, I quit." Part of the reason behind the variance in responses was the varied ways in which they defined burnout. "Burnout is: 'frustration'; 'a lack of joy'; 'when volunteering becomes a chore rather than an adventure'; 'exhaustion'; 'being overwhelmed'; 'when you are ready to give up.'"

The focus groups contributed a great amount of information about their volunteer work experiences. That information is categorized below as individual, organizational, command, and institutional factors.

Individual Factors.

1. The Individual Personality. A number of focus group participants mentioned how their own values and attitudes were responsible for their volunteer behaviors and, for some, their burnout.

- "I volunteer because I like to see the improvement in the lives of soldiers and their wives."
- "I volunteer because I feel it is important to give back to the community. Also, I couldn't find work."
- "I volunteered because nobody else did." "I think it is only 1% of the community that really volunteer; it is always the same people." "The same people do it all."
- "I put a lot on myself."

When volunteers identify with the community and feel they must be the ones to meet its needs, volunteers can become too involved in too many activities or become too deeply committed.

- "Too much for too long leads to burnout."
- "I took people's problems so seriously, I ended up in the hospital."

Organizational Factors

1. Childcare. Childcare surfaced in the focus groups as a major factor in individuals' volunteering. One volunteer stated succinctly that "Providing childcare is the key to volunteering." The Red Cross has data which show that when their funds for childcare were depleted, the number of volunteers decreased.

The issue mentioned repeatedly as a problem area was the lack of available hourly childcare slots for volunteers. In order to get one of the limited number of slots at the CDS Center volunteers reported having to request slots two to three weeks in advance of the day/s when they would be working. Some volunteers stated that they would volunteer more if there were more hourly childcare slots available to them. Others stated they not only needed more hourly slots, but more free hours of childcare. They said the high cost of daycare made additional hours for volunteering prohibitive; some did not feel that the complaints about Army child care being too expensive were legitimate, particularly in relation to what was being charged on the economy.

Time and again people voiced the opinion that childcare regulations were too restrictive. One volunteer in Germany was upset because her church group had not been allowed to sit for children. The group wanted to provide respite care to spouses whose soldiers were deployed;

They were told their offer could not be accepted because they were not approved for childcare. The woman remarked, "We are good church people," expressing in her tone dismay and hurt that despite good intentions her group was not found acceptable to the Army.

2. Staff/Volunteer Relationships. The personality and managerial abilities of the paid staff were mentioned as factors that greatly influenced the volunteers' willingness to continue in a job. Opinions varied widely on the kind of job staff members were doing to support volunteers.

- "I would do anything for _____. They need to clone her."
- "The people who get paid for doing a job, don't do their jobs." "FSG leaders are doing 85% of the _____'s work."

The feelings that were expressed were a reflection of how the volunteers themselves were being treated. Volunteers did not complain about feeling burned out at sites where: their work was relevant and not just "busy work;" where there were open communications with the paid staff and shared decision making; and where the volunteers felt they were not being taken advantage of.

Although the volunteers wanted to be an integral part of the staff, they did not want the same restrictions placed on them as were placed on the paid staff. Flexibility was a key reason for their volunteering. They appreciated their supervisors' understanding that when the kids were sick they would have to readjust their schedules, and they appreciated being able to adjust their volunteer hours to their lives, not the other way around.

3. Volunteer Recognition. Members of the focus groups had strongly held opinions about recognition. These opinions varied greatly. Some volunteers wanted no formal recognition at all; others wanted to receive kudos from the post commander at a post recognition ceremony.

- "I hate recognition awards."
- "The post only recognizes people with more than 300 hours and that can really hurt people. ACS recognizes everybody."
- "People who can only volunteer an hour a week are not appreciated."

While there were diverse opinions on formal recognition, everyone wanted some type of recognition for their efforts. One volunteer remarked what an impression it made on her when "our commander called everybody individually to thank them for contributing to the pot luck dinner." Another volunteer with many years in the same activity expressed her wish that some morning when the staff opened the door to admit her, they would say "good morning." It was the small recognition, the "thank you" at the end of one's work, that appeared to make the difference in volunteers' attitudes toward their jobs. It seems like such a simple thing but, it is one that has major impact on how the volunteers felt about their supervisors and the chain of command.

4. Record Keeping. The attitudes about record keeping were as diverse as those on recognition. Some volunteers wanted every hour accounted for and posted to a statement that could be forwarded to his or her next post. Others didn't see the need for turning in their hours;

they were volunteering just because they cared. As one volunteer emphatically stated: "I'm doing this because I want to; I don't need to keep track of my hours."

Command Factors.

1. Command Expectations. In each focus group the members were asked if they felt pressure by their commands or by the Army to volunteer. Previous research (Durand, 1995) found that many Army spouses felt they were expected to volunteer. These "volunteers" were not as effective in their positions as those who freely chose to volunteer. This study had no performance measures, but it did find that some volunteers still felt pressure to volunteer. In USAREUR many of the leaders in FSGs said they felt they had to take the positions. Others did not feel such pressure.

- "I feel no pressure to volunteer."
- "There is a lot of command pressure to make certain things function, for example, FSGs and AFTB. It is part of the OER, although not formally, it seeps in. Younger wives are really getting it. Company commanders' wives almost self-destruct because of FSGs."

Institutional Factors

1. Downsizing and Deployments. The members of the focus groups saw a greater reliance on volunteers by organizations because of the downsizing of both the military and the civilian labor force and because of deployments. As had been found in the interviews with IVCs and ACS Directors, volunteers reported that they, or others they knew about, were doing work that had previously been done by paid personnel.

- "You see a lot of volunteer burnout. During the drawdown the base has gotten so much smaller, but the requirements for volunteers have increased. The deployment has made it even worse; there are even more requirements."
- "I work in the legal office and I do exactly what a paid person would do; there just aren't enough funds to pay a person."
- "Our middle school has a media specialist two days a week now; volunteers keep the library open three days a week. There are not enough students anymore to keep the TDA up."

Other Factors

1. FSGs. Many comments in the focus groups were related to FSGs or AFTB. Several of the comments were positive, but many were negative and raised some important issues. The volunteers' comments clearly showed that many volunteers felt that the FSG volunteers were asked to do too much - too much that they were not trained to do, too much for others who should be self-reliant, too much for people who really don't care about the support offered.

- "Expectations placed on FSGs by the Army for a one year deployment are totally unreasonable."
- "FSGs means you're a psychiatrist, a baby sitter, and a punching bag."
- "We are doing the jobs of social workers."
- "We try so hard and nobody participates. Then when soldiers deploy, there is whining because they don't get help."
- "FSGs suck the blood out of you."
- "We named our FSG, FIN-Family Information Network. It is information that is needed." (This followed another person's comment which noted that so many unit members requesting support for everything.)

2. AFTB. The major problems with AFTB that surfaced in the focus groups were the difficulty in securing program managers and getting people to come for training. Not all posts had these problems, but there was a significant negative impact on AFTB programs at posts that had these problems.

- "It is hard finding volunteers. We have no program manager. With the deployment, people are not interested in doing anything more."
- "We schedule a unit class, give the soldiers the afternoon off, and still nobody comes."

The philosophy behind both FSGs and AFTB is that they exist as volunteer organizations; however, both programs are in peril at some posts because no one person appears willing to accept the job of being in charge as a volunteer. FSGs are unit organizations, but the needs of unit leaders for training and support could be realized by a professional outside the chain of command. Because the FSGs are a commander's responsibility, at one Army post the FSGs are inspected on a periodic basis to ensure that they are a functioning entity in both sustainment and deployment phases. One senior spouse remarked that "if the job is seen as essential by the commander, it should be a paid position."

The same philosophy applies to the AFTB program. The research out of ODS showed how much a self-sufficient family contributed to the Army's mission. At some posts, in response to that research, AFTB programs are organized under paid staff in order to meet the objective of family readiness and appear to be flourishing. Further study is encouraged.

Questionnaire Findings²

There were 748 subjects who returned their questionnaires in a usable form. Table 1 presents the sociodemographic characteristics of these respondents. Over three-fourths of the respondents were female. Almost 30 % of the respondents were military; 44% enlisted personnel, 3% warrant officers, and 53% officers. Almost 80% of the respondents had education beyond

² Frequencies for all items in the questionnaire can be found in Appendix C.

high school; 37% had completed some college; 31% were college graduates and 11% had received graduate degrees. The average age of the volunteers was 35; the ages ranged from the teens to the sixties with the oldest volunteer at 68 years of age. Fewer than 25% of the respondents did not have children; while 27% had three or more children. Findings from the volunteers' questionnaires are shown below in the same categorical order as the interview and focus group data: individual, organizational, command, and institutional factors.

Individual Factors.

1. Reasons for Volunteering/ Not Volunteering. Three of the five major reasons cited for volunteering (p. 3, Appendix C) included: to help people, to contribute to the community; and to make a difference in the world. Each of these reasons expresses concern for others. The other two main reasons cited were to have a sense of achievement and to meet people. These motivations and intrinsic rewards for volunteering provide a partial explanation for the low percentage of respondents reporting burnout and the lack of burnout found using the Maslach Burnout Inventory and the Center for Epidemiologic Scale. Eighty-five percent of the volunteers said they felt their volunteer work makes a difference and 88% reported that volunteer work makes them feel good about themselves.

The two main reasons mentioned for not volunteering (p. 4, Appendix C) by those who do not volunteer (less than 10% of the sample) were because the respondents could not find the time to volunteer because of either job/school responsibilities or because of family and home responsibilities. Few mentioned having had a bad experience or just being tired of volunteering. Some persons stated they had not been asked to volunteer and others said they hadn't found the right kind of volunteer work. The findings in this study on why people are not volunteering closely match the finding from SAF III. SAF III also reported the major reason for not volunteering was lack of time.

TABLE 1. Sociodemographic Characteristics of Volunteer Sample

GENDER		
	Female	80%
	Male	20%
AGE		
	Mean	35
RACE		
	American Indian or Alaska Native	1%
	Asian or Pacific Islander	4%
	Black	12%
	White	83%
MILITARY STATUS		
	Military	28 %
	Active	63%
	Reserves	11%
	Retired	24%
	Other	2%
	Civilian	73%
	Military Spouse	87%
	Civilian	10%
	Other	3%
RANK		
	Enlisted E1-E9	44%
	Warrant W1-W5	3%
	Officer O1-06	53%
EDUCATION		
	Some high school	2%
	High School Graduate or GED	14%
	Vocational/technical diploma	5%
	Some college	37%
	College graduate	31%
	Graduate degree	11%
MARITAL STATUS		
	Not married	9%
	First Marriage	71%
	Separated /Divorced	4%
	Widowed	1%
	Remarried	16%
FAMILY COMPOSITION		
	No children	23%
	One child	17%
	Two children	34%
	Three children	18%
	Four children	5%
	Five or more children	4%

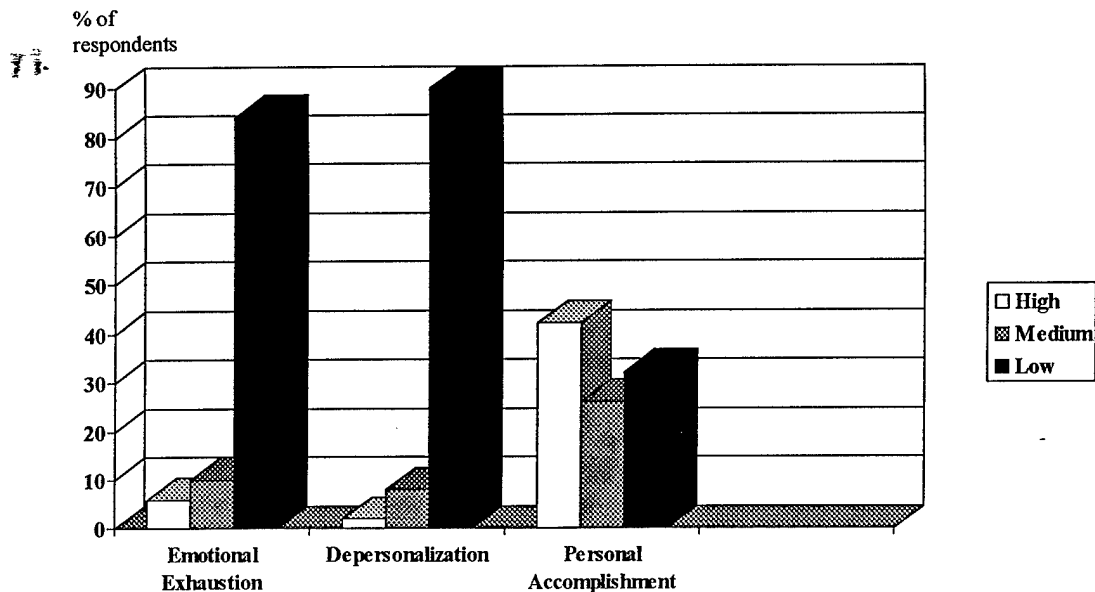
2. Burnout as Measured by Self-Reporting. There were two questions that asked respondents to report how burned out they felt and one which asked if they felt others at the post were burned out. Fewer than 25% (23%) of respondents agreed that volunteer burnout was a serious problem at their posts. Even a smaller percentage (15%) agreed with the statement (p. 10, Appendix C), "I feel burnout is a problem for me personally." When asked, (p. 9, Appendix C) "Is volunteer burnout a problem for you," 20% answered "yes." Thus, of all volunteers, only a fifth or fewer reported feeling burned out. Over 60 % of those who did report burnout as a problem attributed it to a combination of all their daily activities and not to a single volunteer activity or a combination of volunteer activities. Eleven percent of respondents said they experienced a high level of stress in their volunteer work, compared to the 21% who said they experienced a high level of stress in their family/personal lives.

3. Burnout as Measured by the Maslach Burnout Inventory. The Maslach Burnout Inventory (p.3) is composed of three sub-scales: 1) Emotional Exhaustion, 2) Depersonalization, and 3) Personal Accomplishment. The Emotional Exhaustion subscale has nine items and assesses the feelings of emotional overextension and exhaustion. The Depersonalization subscale includes eight items and assesses the degree to which respondents fail to relate to clients as human beings. The Personal Accomplishment subscale includes five items and assesses the degree of confidence respondents have felt in themselves, their relationships with their clients, accomplishments, and the satisfaction they derive from their work (Rimmerman, 1989, 14).

The measure for low burnout is low scores on the Emotional Exhaustion and Depersonalization subscales and a high score on the Personal Accomplishment subscale. The range of scores for low burnout on the Emotional Exhaustion subscale is 0-16; the mean for all volunteers was 8.9 with 84% of respondents in the low range. The range of scores for the Depersonalization subscale in the low category is 0 to 6; the volunteers had a mean of 2.4; ninety percent of the sample was in the low range. The high range on the Personal Accomplishment scale is a score greater than 39; the volunteers had a mean of 35.2 with forty-two percent of them in the high range. A high degree of burnout would have been reflected in high scores on the Emotional Exhaustion subscale (>27) and on the Depersonalization subscale (>13) and in low scores on the Personal Accomplishment subscale (<31). (See Figure 1).

Using the Maslach Burnout Inventory, the respondents in this study did not show that they were burned out by their volunteer work. As shown in Figures 2, 3, and 4, there were differences in scores when the volunteers were broken out by country. Using a one-way analysis of variance there were no significant differences between the United States, Korea, and Germany on the Personal Accomplishment sub-scale; however, there were significant differences between the countries on the Depersonalization and Emotional Exhaustion sub-scales.

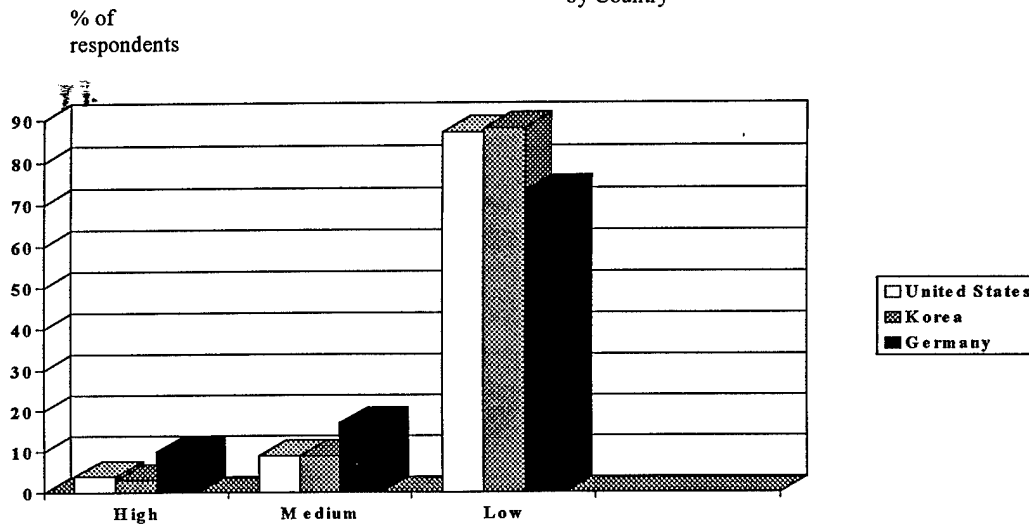
Figure 1.
Maslach's Burnout Inventory
Subscales-Personal Accomplishment, Depersonalization, and Emotional Exhaustion for All Volunteers



The respondents from Germany showed significantly ($p > .05$) higher emotional exhaustion than did the respondents from the United States and Korea. The mean score for Germany on the Emotional Exhaustion subscale was 12.4 compared to 8.0 for the United States and 8.3 for Korea (See Figure 2).

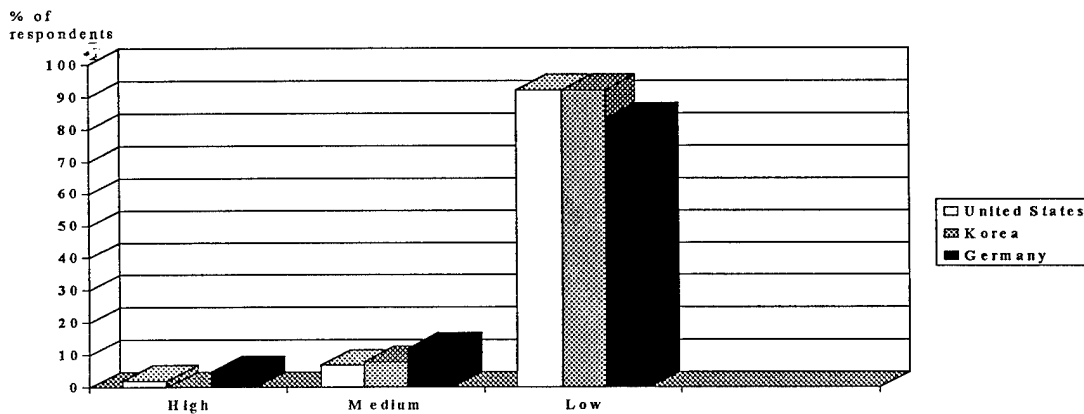
The differences between Germany and the United States and Korea on the Emotional Exhaustion subscale are explained by what was noted previously in the qualitative data, because of the high rate of deployment in Germany a lot of responsibilities have fallen on the Family Support Groups and FSG volunteers self-reported the highest level of burnout. Almost one-quarter of FSG volunteers reported burnout on the FSG activity they listed as consuming most of their time.

Figure 2
Maslach's Burnout Inventory
Emotional Exhaustion Subscale
by Country



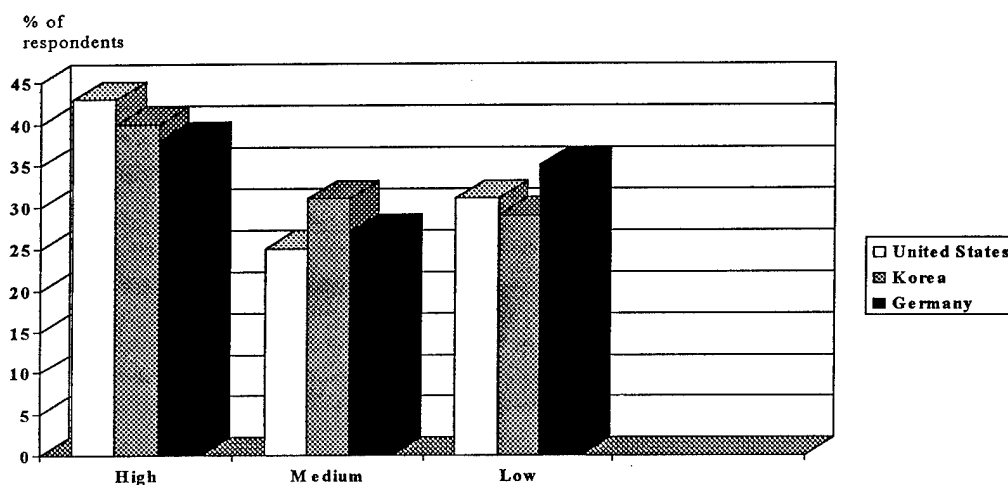
The mean score for Germany on the Depersonalization subscale (3.5) was significantly higher ($p > .05$) than that of Korea (1.9) and the United States (2.1). (See Figure 3). It is postulated that volunteers in Germany stop seeing the people they help as people in order to protect themselves during the stressful times of deployment, whereas, in the United States at most posts the volunteers were not under such stress. In Korea, the short time for involvement precludes people from becoming people to the volunteers. (See Figure 3.)

Figure 3.
Maslach's Burnout Inventory
Depersonalization Subscale
by Country



On the Personal Accomplishment subscale the means for the countries were: Germany 34.3; United States 35.3; and Korea 36.3. As noted previously, the differences in the means were not significant. The means suggest that these volunteers were not content with their efforts and wished they could do more which is in keeping with their motivations to help others and their communities.

Figure 4.
Maslach's Burnout Inventory
Personal Accomplishment Subscale
by Country



4. Burnout as Measured by the CES-D Scale. The findings from use of the CES-D scale (p.12, Appendix C) were another indication that few volunteers suffer from burnout. Most researchers use a score of 16 to designate high depression; the mean for this group of volunteers was well below that at 10.28. Table 2 shows the scores for the various elements of the scale.

Organizational Factors

1. Budget Reductions and Downsizing. Some organizational factors that emerged from the questionnaire data (p. 11, Appendix C) reflect the budget restraints and downsizing that have permeated organizations in the past few years. These same factors were mentioned in the interviews and in the focus groups. Fewer than 30% of the volunteers felt that there was adequate money for volunteer tokens of appreciation, supplies, and treats. Fewer than 20% felt there was sufficient paid staff in the organization to get work accomplished. Half the respondents felt that the Army was using volunteers to replace the military and /or paid civilians eliminated through downsizing. The lack of adequate resources in manpower and money can lead to high levels of frustration, particularly in people who set high standards for themselves.

TABLE 2. Descriptive Statistics for Center for Epidemiologic Studies Depression Scale (CES-D) items and four subscales

Items	Mean	% expressing distress symptoms 5 or more days per week
Depressive affect, Mood subscale		
CES-D 3 could not shake off the blues	.39	3.0%
CES-D 6 felt depressed	.46	3.0%
CES-D 9 thought life a failure	.21	2.4%
CES-D 10 felt fearful	.30	1.7%
CES-D 14 felt lonely	.60	5.5%
CES-D 17 had crying spells	.29	2.2%
CES-D 18 felt sad	.47	2.5%
Positive affect, Well-being subscale		
CES-D 4 felt as good as other people	.63	-----
CES-D 8 felt hopeful about the future	.82	-----
CES-D 12 was happy	.68	-----
CES-D 16 enjoyed life	.66	-----
Somatic and retarded activity, Psychomotoric aspects subscale		
CES-D 1 was bothered by things	.60	3.2%
CES-D 2 had poor appetite	.37	2.7%
CES-D 5 had trouble keeping my mind on what I was doing	.59	2.7%
CES-D 7 everything was an effort	.56	5.2%
CES-D 11 sleep was restless	.90	9.4%
CES-D 13 talked less than usual	.55	2.6%
CES-D 20 could not get going	.54	2.7%
Interpersonal relations		
CES-D 15 people were unfriendly	.41	3.0%
CES-D 19 felt people disliked me	.25	2.2%
CES-D total scale score	10.28	

2. Support for Volunteers. Sixty-one percent of the volunteers saw the paid staff as supportive of their efforts and 74% saw other volunteers treating them as team members. Only 6% of the volunteers thought they were being made to do "scut work." However, just over half of

the volunteers felt they could depend on being rewarded for what they did in their volunteer activities (pp. 10-11, Appendix C).

TABLE 3 provides summary data on CFSC programs which were the major focus of the study (pp. 4-9, Appendix C). Seventy-three percent of all respondents engaged in CFSC activities. For each CFSC program, respondents listed what they considered to be their most important activity. The activity a respondent listed as his or her most important was not necessarily the same for all respondents; e.g., in an FSG, the most important activity for one respondent may have been FSG leader, but, for another, newsletter editor. For each most important activity in a program area, regardless of the particular activity, the respondents reported the average number of hours per week they engaged in that activity during the past four months, and indicated how they felt about knowledge of their duties, their training, their supervision, and their rewards. Table 3 also shows what percentage of respondents felt they were being burned out by that particular activity.

Overall, volunteers experienced little ambiguity regarding their roles in the organization; most felt that their training and supervision were adequate; few felt burned out by their volunteer efforts.

TABLE 3. Characteristics of Organizational Responses to Volunteers

Most Important Activity in Program Area	No. of volunteers reporting	Average no. of hours worked per week in this activity	Do you know what your duties are? (%- yes)	Have you been adequately trained? (%-yes)	Are you adequately supervised? (%-yes)	Do you feel adequately rewarded? (%-yes)	Do you feel burned out by activity? (%-yes)
FSG	331	7-9	96	80	86	76	22
AFTB	154	4-6	98	94	93	87	13
ACS	90	4-6	91	86	84	74	17
YOUTH SERVICES	79	4-6	87	80	77	77	16
AFAP	53	4-6	94	89	90	77	04
IVC	47	4-6	87	84	84	89	13
BOSS	19	1-3	84	100	94	78	18
REC SERVICES	17	1-3	65	69	79	69	7
MUSIC & THEATER	15	<1	73	77	77	85	0
CDS	14	<1	79	82	100	73	17
LIBRARY	4	<1	75	75	75	75	0

Command Factors.

Two statements in the questionnaire (p. 11, Appendix C), to be answered on a agree/disagree scale, assessed command support at survey sites: 1) "Our command strongly

supports volunteers," and 2) "My commander's spouse makes it clear that unit spouses are expected to volunteer in some capacity." Only 9% of the respondents agreed they felt pressure from the commander's spouse to volunteer and only 12% did not agree that the command was supportive of volunteer efforts.

The small percentage of respondents who felt pressure from the commander's spouse to volunteer indicates that the chain of command is recognizing what research data have consistently shown- groups are less effective when they are perceived as run by commanders and their spouses (Segal and Harris, 1993, 41). When people volunteer because they want to, not because they have to, the organizations where they volunteer benefit.

Institutional Factors.

The volunteers showed an affinity for the Army way of life and saw volunteering as important to maintaining the community (pp. 10-11, Appendix C). Sixty-two percent of respondents reported they are satisfied with the Army as a way of life; sixty-six percent say that they love being Army spouses and 63% believe that volunteer work is part of being a member of the military community.

When asked if they felt pressure by the Army to volunteer, only 16% reported that they felt that pressure. However, almost 30% of the volunteers felt that the Army expects too much of spouses. Fewer than 10% of volunteers felt that their spouses' career would be negatively affected if they had not chosen to volunteer. The data on Army's expectations are comparable to a study briefed the Soldier Issue Forum (Durand, 1994). The findings from that study were that 34% of the officers' wives felt that the Army expected too much from them. However, 33% of officers' wives in that study felt that if the wife did not participate in Army activities and functions, the officer would suffer negative consequences, (i.e., his OER or promotion would be affected).

SUMMARY OF FINDINGS
By Data Source and Level of Analysis

FINDING	PRIMARY DATA SOURCE/S	LEVEL OF ANALYSIS
1. Burnout is not a significant problem for most volunteers.	Questionnaires	Individual
2. Recruitment of volunteers is affected by the employment situation on and off post.	Focus groups Interviews	Individual
3. The primary reason people volunteer is to help others.	Questionnaires Focus groups	Individual
4. The reason people do not volunteer is because there is no time because of work and family responsibilities.	Questionnaires	Individual
5. The personalities and managerial abilities of paid staff greatly influence volunteers' satisfaction and retention.	Focus groups	Organizational
	Interviews	Organizational
6. There is a widespread lack of consistency in organizational supervisory lines and job descriptions for IVCs.		
7. There is a lack of an effective system for tracking individual volunteers and their records	Focus groups Interviews	Organizational
8. There is no uniform recognition of volunteers and recognition is an important factor for volunteer satisfaction.	Focus groups Interviews	Organizational
9. Lack of funding for and hourly slots in childcare are perceived as problem areas for volunteers.	Questionnaires Focus groups Interviews	Organizational

SUMMARY OF FINDINGS
By Data Source and Level of Analysis

FINDING	PRIMARY DATA SOURCE/S	LEVEL OF ANALYSIS
11. Budget restraints and downsizing have meant for volunteers "doing more with less."	Questionnaires Focus groups Interviews	Individual Organizational Command Army
12. Most volunteers did not feel command pressure to volunteer.	Questionnaires Focus groups	Command Institutional
13. Command support is seen as vital to successful volunteer programs.	Questionnaires Focus groups Interviews	Individual Organizational Command Institutional

IMPLICATIONS FOR SOLDIER AND FAMILY READINESS AND QUALITY OF LIFE

The volunteer force is an important contributor to soldier and family readiness and quality of life. This study concludes that the volunteer force is a dedicated, ready element of the total force, however, commanders must ensure that they take care of this element as they would any other. "They must imbue their commands with their ideas, desires, energy and methods. The personal influence and competence of the commanders have a positive bearing on outcomes....." (FM 100-5, 2-11).

APPENDIX A
Guidelines for IVC and ACS Director Interviews

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GUIDELINES FOR INTERVIEWS WITH INSTALLATION VOLUNTEER COORDINATORS AND ACS DIRECTORS

Introduction of myself and human use protocol

Human use protocol provides the IVC and ACS director the opportunity **not** to participate in the study if they so choose. It also provides them with confidentiality and anonymity. The interviews are usually done one-on-one and take approximately one hour, but may be extended upon willingness or desire of subject to continue. The purpose is to gather information without interference in work schedules, etc.

Introduction to the study

"This study is sponsored by Department of Army Community and Family Support Center. The purpose is to assess how well volunteers are doing at various Army posts in the United States, Europe, and Korea where units are deployed/not deployed. The perception exists that burnout is a problem among volunteers, particularly where units are deployed. This study will evaluate the state of volunteerism primarily in the following CFSC activities: Family Support Groups, Youth Services, Army Community Service, Army Family Team Building, Army Recreation, Music and Theater, Army Family Action Program, Better Opportunities for Single Soldiers, Child Development Service, and Army libraries."

Interview focus

The interview will focus on four main questions, but will be "free-flowing" to the extent that the investigator will pursue other areas brought up by the IVE/ACS Director that appear to have relevance for the study. The emphasis in the interview is on the **institutional and organizational levels**, although some questions will be asked about how the IVC/ACS Director, as an individual, is impacted by burnout, if at all.

Focal questions:

- How do you define burnout?
- Do you consider volunteer burnout to be a problem at this post?
- If so, what do you consider to be the causes of burnout?
- If so, what do you think are some of the solutions for lessening or eliminating burnout? What can the Army do? The post? The organization?

At the institutional level, some questions that might be raised:

How has the Army's downsizing of military and civilian workforces affected volunteer usage? Are the organizations trying to replace military and civilians eliminated by downsizing with volunteers?

The IVC is a commander's program and thus, is run differently from post to post. How does it function at this post? How many programs come under the IVC/ACS? Are volunteers recruited for all positions through the IVCs? Are there job descriptions for the volunteers? Do you think the IVC could function more efficiently and more effectively if the program were directed by DA?

At the institutional level (cont'd)

Do you think your volunteers feel the Army or the command expects them to volunteer? (Particularly at BN level)

At the organizational level, some questions that might be raised:

Do you have an adequate number of volunteers to do the work that must be done?
Do you have too much work and not enough resources?

Do you have trouble recruiting volunteers?

Do you have any way of following up if people leave their volunteers positions to know why they left?

Do you have sufficient paid staff to adequately train and supervise your volunteers?

How effectively do you think your volunteers function with paid staff? With each other?

When troops deploy, how does that affect your volunteers? Workload? Stress?

Does your RDC utilize volunteers?

Is there command support for your volunteer programs?

Are your volunteers rewarded for their work? By the command? By the agency?

At the individual level, some questions that might be raised:

How long have you been "employed" in your position? The IVC, ACS director may be contract, volunteer, or GS. Which are you? Is that the best way to fill the position.

Is your job fun for you? Does it allow for personal growth?

Do you set very high standards for yourself so that any job you tackle must be done to the "nth" degree?

Are you feeling burned out?

What do you do for yourself when you are feeling stress? Does the post have any programs set up to help their employees manage stress?

What could be done to make your job better or easier?

APPENDIX B
Guidelines for Focus Groups

GUIDELINES FOR FOCUS GROUPS

Introduction of myself and human use protocol

The focus groups are composed of 10-12 individuals chosen by the IVC and/or the ACS Director to represent a variety of the CFSC activities, different ranks, genders, etc. If possible, the focus groups include individuals who are no longer volunteering at the post.

All members of the focus group are given the opportunity **not** to participate in the study if they so choose. It also provides them with confidentiality and anonymity; all that is discussed must remain within the group. The focus groups take approximately one hour to one hour and a half, but may be extended upon willingness or desire of the subjects to continue.

Introduction to the study

"This study is sponsored by Department of Army Community and Family Support Center. The purpose is to assess how well volunteers are doing at various Army posts in the United States, Europe, and Korea where units are deployed/not deployed. The perception exists that burnout is a problem among volunteers, particularly where units are deployed. This study will evaluate the state of volunteerism primarily in the following CFSC activities: Family Support Groups, Youth Services, Army Community Service, Army Family Team Building, Army Recreation, Music and Theater, Army Family Action Program, Better Opportunities for Single Soldiers, Child Development Service, and Army libraries."

Focus for the focus groups

The groups will focus on four main questions, but will be "free-flowing" to the extent that the investigator will pursue other areas brought up by the group that appear to have relevance for the study. The emphasis in the focus groups is on the **individual** level, although some questions will be asked about how they perceive the institutional and organizational impact on volunteers.

Focal questions:

How do you define burnout?
Do you consider volunteer burnout to be a problem at this post?
If so, what do you consider to be the causes of burnout?
If so, what do you think are some of the solutions for lessening or eliminating burnout? What can the Army do? The post? The organization?

At the individual level, some questions that might be raised:

What activities are you engaged in?
Why do you engage in these activities?
Do you think the Army has expectations about your participation in volunteer activities?
Do you feel pressure from your commander's wife/ from your unit to participate in activities?
Do you feel that people expect you to be working rather than volunteering?

At the individual level (cont'd)

Do you enjoy the volunteer work that you do?

Do you think that the work that you do has value? Or is it "scut work- work like stapling, Xeroxing?

Do you think that you have been adequately trained to do the work?

Do you think you have adequate supervision?

Do you get along with the paid staff? Other volunteers?

Are you rewarded for the work you do?

Do you feel the work provides you with personal growth?

Do soldiers and their families appreciate the work you do?

Do you get stressed? What do you do when you get stressed?

APPENDIX C
Questionnaire

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Volunteerism in the Army

Walter Reed Army Institute of Research, Washington, DC 20307-5100

Privacy Act Information

- 1) Authority: 10 U.S.C. Sections 1136 and 5 U.S.C. 552a; Executive Order 9397
- 2) Disclosure: I consent to the use of my answers by staff of the Walter Reed Army Institute of Research to compile statistics of group data. I understand that any data from which I could be recognized will not be available to anyone other than the professional staff conducting this study. I understand I have the right to withdraw my consent to participate in this study at any time.
- 3) Purpose: This survey assesses the state of volunteerism in Army programs and activities.
- 4) Uses: I understand the purpose of this study is to develop information to benefit soldiers and their families. I also understand that I may not directly benefit as a result of participating in this study.

PLEASE USE A #2 PENCIL AND FILL IN THE BUBBLE WHICH CORRESPONDS TO YOUR ANSWER. PLEASE BE SURE TO FILL IN THE MIDDLE OF THE BUBBLE LIKE THE EXAMPLE BELOW. YOU DO NOT NEED TO FILL IN THE WHOLE BUBBLE.

PROPER MARK:



ARE YOU MALE OR FEMALE?

(147) Male
(586) Female

SPANISH origin or ancestry?

(52) Yes
No

BACKGROUND? (MARK ONE)

(8) American Indian or Alaska Native
(28) Asian or Pacific Islander
(85) Black
(569) White

MILITARY STATUS

Military? (168) Yes —————> (123) Active Duty (21) Reserves (46) Retired (4) Other _____
(540) No —————> (471) Military spouse (52) Civilian (17) Other _____

What is your current MARITAL STATUS?

(68) Not married
(515) First marriage
(4) Separated
(25) Divorced
(5) Widowed
(11) Remarried, was divorced
(2) Remarried, was widowed

If married, how long have you been married to YOUR CURRENT SPOUSE?

(46) Never been married (115) 11-15 years
(19) Less than 1 year (95) 16-20 years
(135) 1-5 years (127) Over 20 years
(140) 6-10 years

How would you DESCRIBE YOUR MARRIAGE?

(76) Not applicable
(488) Extremely satisfactory
(11) Neither satisfactory nor unsatisfactory
(13) Somewhat unsatisfactory
(9) Extremely unsatisfactory

How many YEARS of Active Federal Military Service (AFMS) has your spouse completed?
Count time in current tour and time in previous tours or services.

N/A ☐ 0 ☐ 0
1 ☐ 1
2 ☐ 2
3 ☐ 3
4 ☐ 4
5 ☐ 5
6 ☐ 6
7 ☐ 7
8 ☐ 8
9 ☐ 9

Highest level of CIVILIAN EDUCATION?

(14) Some High School
(101) High School Diploma/GED
(37) Vocational/Technical Diploma
(270) Some College
(225) College Graduate (4 years)
(78) Graduate Degree

How many CHILDREN do you have?

0 1 2 3 4 5+
(168) (119) (241) (127) (38) (26)

How many of your children are LIVING AT HOME?

0 1 2 3 4 5+
(198) (137) (203) (93) (22) (12)

WHAT IS YOUR AGE?

--	--

1 ☐ 0
2 ☐ 1
3 ☐ 2
4 ☐ 3
5 ☐ 4
6 ☐ 5
7 ☐ 6
8 ☐ 7
9 ☐ 8
9 ☐ 9

Of the CHILDREN LIVING WITH YOU, how many do you have in the FOLLOWING AGE GROUPS?

AGE	1	2	3	4	5
0-2	(110)	(8)			
3-4	(65)	(16)			
5-12	(155)	(90)	(24)	(2)	(2)
13-17	(108)	(54)	(9)		
18-22	(47)	(12)	(3)		
23+	(11)	(8)	(2)		(1)

If you are married to a soldier, or if you are a soldier, what is your/your spouse's RANK? (if dual military- your rank)

	Commissioned	Warrant	Enlisted
N/A <input type="radio"/>	(3) 2LT	(2) WO1	(3) PV1
	(22) 1LT	(7) CW2	(6) PV2
	(84) CPT	(7) CW3	(18) PFC
	(53) MAJ	(1) CW4	(43) CPL/SPC
	(73) LTC	(1) MW4	(48) SGT
	(27) COL	(1) CW5	<input type="radio"/> SSG
			<input type="radio"/> SFC
			<input type="radio"/> MSG/1SG
			<input type="radio"/> SGM/CSM

What is your current work status?

- ☒ 250 Full-time employment
☐ 106 Part-time employment
☐ 49 Looking for full-time employment
☐ 41 Looking for part-time employment
☐ 262 Not looking for employment →

If you are not looking for employment, what is the main reason?

- ☐ 148 Homemaker
☐ 11 Recently PCSed/moved
☐ 22 Child care
☐ 21 Student
☐ 3 Employers don't hire military spouses
☐ 12 There are no jobs
☐ 68 Other _____

If working, either full-time or part-time, do you enjoy your work?

- ☐ 30 YES ☐ 351 NO

If good jobs were readily available, would you choose to work?

- ☐ 131 YES ☐ 370 NO

When you have stress or problems, are you likely to:
(check all that apply)

- ☐ 370 Pray
☐ 315 Exercise
☐ 210 Engage in recreational activities
☐ 49 Drink
☐ 198 Eat
☐ 68 Smoke
☐ 159 Other _____
☐ 48 None of the above

If you are married to a soldier, is your spouse deployed at the present time?

- ☐ 376 Not applicable ☐ 112 Yes ☐ 179 No

Have you or has your spouse been deployed during the last 6 months?

- ☐ 176 Yes ☐ 419 No

If YES to either of the above, where?

When you have a problem, how do you usually handle it?

- ☐ 586 Try to solve it myself ☐ 20 Try to ignore/forget about it ☐ 105 Try to get others to help me with it ☐ 19 Other _____

Where do you usually go to get help? (check all that apply)

- | | | |
|--|--|---|
| <input type="radio"/> 541 My spouse | <input type="radio"/> 174 Other family members | <input type="radio"/> 89 Chaplain |
| <input type="radio"/> 353 Mother | <input type="radio"/> 90 Other spouses in the unit | <input type="radio"/> 89 Professionals from Army agencies |
| <input type="radio"/> 131 Father | <input type="radio"/> 104 Neighbors | <input type="radio"/> 52 Professionals from civilian agencies |
| <input type="radio"/> 54 Mother-in-law | <input type="radio"/> 347 Friends in the area | <input type="radio"/> 37 Other _____ |
| <input type="radio"/> 33 Father-in-law | <input type="radio"/> 93 Friends back home | <input type="radio"/> 23 Does not apply |

What causes the biggest problem in your life? (Check ONE)

- | | | |
|---------------------------------------|-----------------------------------|--|
| <input type="radio"/> 169 No problems | <input type="radio"/> 23 Marriage | <input type="radio"/> 16 Social life |
| <input type="radio"/> 251 Money | <input type="radio"/> 63 Job | <input type="radio"/> 39 Health |
| <input type="radio"/> 8 Supervisor | <input type="radio"/> 52 Family | <input type="radio"/> 85 Other (specify) _____ |

How many hours of sleep do you usually get a night?

- ☐ 119 5 hours or less
☐ 576 6-8 hours
☐ 28 9 hours or more

How often are you able to find times to relax?

- ☐ 16 Never
☐ 153 Seldom
☐ 392 Sometimes
☐ 169 Often

In general, how satisfied are you with your life?

- ☐ 18 Not satisfied
☐ 123 Somewhat satisfied
☐ 478 Mostly satisfied
☐ 112 Totally satisfied

Below are statements of work-related feelings.
Please indicate HOW OFTEN you have felt this way
about your VOLUNTEER WORK.

The modified
Maslach Burnout Inventory
cannot be reproduced
in any publication.

A bar chart showing the frequency of use for various items. The categories are: Never, A few times a year or less, Once a month or less, A few times a month, Once a week, A few times a week, and Every day. The bars are made of stacked circles, with heights increasing from left to right.

Frequency	Number of Circles (Approximate)
Never	1
A few times a year or less	2
Once a month or less	3
A few times a month	4
Once a week	5
A few times a week	6
Every day	7

Please mark the 3 most important reasons for why you volunteer:

- | | |
|---|--|
| <input type="radio"/> Does not apply; I do not do volunteer work | <input checked="" type="radio"/> 13 To maintain my health |
| <input checked="" type="radio"/> 150 To meet people | <input checked="" type="radio"/> 94 Concern for a cause |
| <input checked="" type="radio"/> 344 To help people | <input checked="" type="radio"/> 114 To support activities used by my children |
| <input checked="" type="radio"/> 154 To make a difference in the world | <input checked="" type="radio"/> 18 To become better known in the Army community |
| <input checked="" type="radio"/> 336 To contribute to the community | <input checked="" type="radio"/> 105 To gain experience I can use on my resume |
| <input checked="" type="radio"/> 57 To help my spouse's career | <input checked="" type="radio"/> 166 To have a sense of achievement |
| <input checked="" type="radio"/> 76 To get out of the house | <input checked="" type="radio"/> 99 To set an example for my children |
| <input checked="" type="radio"/> 17 There are no paying jobs | <input checked="" type="radio"/> 131 To have fun |
| <input checked="" type="radio"/> 113 To fulfill a sense of duty or obligation | <input checked="" type="radio"/> 86 To gain skills |
| <input checked="" type="radio"/> 44 To be a part of a group | <input checked="" type="radio"/> 33 Other _____ |

Does the Army provide any free childcare for you when you volunteer?

(248) Yes

(333) No

When you volunteer, do you use on-post Army childcare facilities?

(147) Yes

(410) No

If childcare was not provided, how would it affect your volunteering?

(68) I would not volunteer at all

(290) I would volunteer the same amount of time

(137) I would volunteer less

(8) I would volunteer more

If more childcare was provided how would it affect your volunteering?

(6) I would not volunteer at all

(344) I would volunteer the same amount of time

(3) I would volunteer less

(154) I would volunteer more

If you have not volunteered during the past 6 months, what are the 3 main reasons?

() Does not apply; I do volunteer work

(17) Lack of child care

(7) Am not in good health

(14) Lack of transportation

(2) Do not speak English very well

(61) Do not have time because of my job/school

(53) Do not have time because of my family

and home responsibilities

(9) Do not know where to go to volunteer

(20) Have not been asked to volunteer

(7) Costs too much money

(22) Have not found the right kind of volunteer work

(5) Have had a bad experience as a volunteer

(9) Am not interested in volunteering

(11) I am tired of volunteering

(18) Other: _____

IF YOU ARE NOT VOLUNTEERING, SKIP TO PAGE 10: MILITARY AND CIVILIAN COMMUNITY

On the following pages, sections 1-4, we are asking for information on programs for which you may volunteer. Section 1 contains a list of selected COMMUNITY AND FAMILY SUPPORT (CFSC) ACTIVITIES. Section 2 concerns off-post programs for which you may volunteer ON-POST; Section 3 is about OFF-POST activities. Section 4 concerns SPECIAL EVENT ACTIVITIES for which you may volunteer either on-post or off-post.

Section 1. Community and Family Support Programs.

Selected CFSC programs are listed below. If you volunteer in a program, please specify the particular activity for which you volunteer, e.g., Family Support Groups-I am a key contact person; Army Recreation-I coach the women's softball team. Also indicate how many hours per week, on average, during the last 4 months you volunteered in that activity. If you volunteer for more than three activities in a program, please limit your responses to the three activities where you spend the most time.

Do you participate in CFSC programs? (367) Yes (138) No (If NO, go to Page 8, Section 2)

Family Support Groups

During the last 4 months, on average, how many hours per week did you volunteer in each activity?

For what FSG activities do you volunteer?

Activity 1 _____

Activity 2 _____

Activity 3 _____

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
(18)	(129)	(71)	(28)	(36)	(16)	(7)	(9)	(27)
(12)	(79)	(31)	(7)	(13)	(3)	(3)	(1)	(7)
(11)	(44)	(19)	(3)	(4)	(5)	(1)	(-)	(10)

Family Support Groups (cont.)

- Do you know what your duties are as a volunteer for FSG?
- Do you feel you have been adequately trained to perform those duties?
- Do you feel adequately supervised as you perform your duties?
- Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?
- Do you feel burned out by your FSG volunteer work?

ACTIVITY 1

Yes No

319 12
261 64
268 45
245 78
172 250

ACTIVITY 2

Yes No

141 1
124 17
118 18
110 33
22 120

ACTIVITY 3

Yes No

86 3
81 9
73 12
68 20
10 79

Youth Services

For what Youth Services activities do you volunteer?

Activity 1 _____

Activity 2 _____

Activity 3 _____

During the last 4 months, on average, how many hours per week did you volunteer in each activity?

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
44	19	28	8	5	4	3	2	6
29	5	6	2	1	1	2	2	2
29	3	3	1	-	1	1	-	-

- Do you know what your duties are as a volunteer for Youth Services?
- Do you feel you have been adequately trained to perform those duties?
- Do you feel adequately supervised as you perform your duties?
- Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?
- Do you feel burned out by your Youth Services volunteer work?

ACTIVITY 1

Yes No

69 10
59 15
56 17
57 17
12 62

ACTIVITY 2

Yes No

17 3
15 5
13 5
14 5
5 16

ACTIVITY 3

Yes No

10 3
8 5
7 7
7 5
2 10

Army Community Service

For what ACS activities do you volunteer?

Activity 1 _____

Activity 2 _____

Activity 3 _____

During the last 4 months, on average, how many hours per week did you volunteer in each activity?

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
24	11	5	2	1	1	1	1	5
25	4	1	-	-	-	-	-	2

- Do you know what your duties are as a volunteer for ACS?
- Do you feel you have been adequately trained to perform those duties?
- Do you feel adequately supervised as you perform your duties?
- Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?
- Do you feel burned out by your ACS volunteer work?

ACTIVITY 1

Yes No

82 8
75 12
70 13
65 23
15 72

ACTIVITY 2

Yes No

21 2
16 6
17 4
15 8
5 18

ACTIVITY 3

Yes No

5 2
4 4
4 4
5 4
2 6

Army Family Team Building

For what AFTB activities do you volunteer?

Activity 1 _____

Activity 2 _____

Activity 3 _____

During the last 4 months, on average, how many hours per week did you volunteer in each activity?

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
31	57	29	13	13	5	4	1	20
15	24	18	3	4	2	-	1	14
17	7	6	2	4	-	-	-	6

Army Family Team Building (cont.)

- Do you know what your duties are as a volunteer for AFTB?
- Do you feel you have been adequately trained to perform those duties?
- Do you feel adequately supervised as you perform your duties?
- Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?
- Do you feel burned out by your AFTB volunteer work?

ACTIVITY 1

Yes	No
151	3
143	9
138	10
131	19
20	69

ACTIVITY 2

Yes	No
66	2
63	4
60	3
54	13
8	58

ACTIVITY 3

Yes	No
26	1
26	1
24	2
25	2
4	23

Army Recreation

For what Recreation activities do you volunteer?

Activity 1 _____

Activity 2 _____

Activity 3 _____

During the last 4 months, on average, how many hours per week did you volunteer in each activity?

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
35	5	3	2	3	-	1	-	2
24	2	-	-	-	-	-	-	-
22	1	-	-	-	-	-	-	-

- Do you know what your duties are as a volunteer for Recreation?
- Do you feel you have been adequately trained to perform those duties?
- Do you feel adequately supervised as you perform your duties?
- Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?
- Do you feel burned out by your Recreation volunteer work?

ACTIVITY 1

Yes	No
11	6
11	5
11	3
11	5
1	14

ACTIVITY 2

Yes	No
2	3
3	2
3	2
3	1
5	8

ACTIVITY 3

Yes	No
2	1
2	1
2	1
1	2
-	2

Installation Volunteer Coordination

For what IVC activities do you volunteer?

Activity 1 _____

Activity 2 _____

Activity 3 _____

During the last 4 months, on average, how many hours per week did you volunteer in each activity?

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
31	20	11	-	5	2	-	1	2
22	6	3	-	3	1	-	-	1
22	5	2	-	1	1	-	-	-

- Do you know what your duties are as a volunteer for IVC?
- Do you feel you have been adequately trained to perform those duties?
- Do you feel adequately supervised as you perform your duties?
- Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?
- Do you feel burned out by your IVC volunteer work?

ACTIVITY 1

Yes	No
41	6
37	7
36	7
40	5
6	39

ACTIVITY 2

Yes	No
10	1
11	1
10	2
10	2
1	10

ACTIVITY 3

Yes	No
9	1
9	1
7	3
10	1
2	8

Music and Theater

For what Music and Theater activities do you volunteer?

Activity 1 _____

Activity 2 _____

Activity 3 _____

During the last 4 months, on average, how many hours per week did you volunteer in each activity?

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
34	5	4	1	-	2	-	-	-
22	-	-	1	1	-	-	-	-
22	1	-	1	-	-	-	-	-

Do you know what your duties are as a volunteer for Music and Theater?

Do you feel you have been adequately trained to perform those duties?

Do you feel adequately supervised as you perform your duties?

Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?

Do you feel burned out by your Music and Theater volunteer work?

YES	NO	YES	NO	YES	NO
11	4	2	2	-	1
10	3	4	1	-	-
6	3	2	2	1	-
11	2	2	1	2	1
-	13	-	3	-	-

Army Family Action Plan

For what AFAP activities do you volunteer?

Activity 1 _____

Activity 2 _____

Activity 3 _____

During the last 4 months, on average, how many hours per week did you volunteer in each activity?

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
30	22	9	8	2	3	-	-	4
18	5	2	2	2	-	-	-	-
16	2	1	-	-	-	1	-	-

ACTIVITY 1		ACTIVITY 2		ACTIVITY 3	
YES	NO	YES	NO	YES	NO
9	3	9	-	3	-
4	6	9	1	3	-
4	5	9	1	3	-
3	12	9	-	3	-
2	5	-	9	-	3

Do you know what your duties are as a volunteer for AFAP?

Do you feel you have been adequately trained to perform those duties?

Do you feel adequately supervised as you perform your duties?

Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?

Do you feel burned out by your AFAP volunteer work?

Better Opportunities for Single Soldiers

For what BOSS activities do you volunteer?

Activity 1 _____

Activity 2 _____

Activity 3 _____

During the last 4 months, on average, how many hours per week did you volunteer in each activity?

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
33	7	2	2	1	2	-	-	2
21	1	1	-	1	1	-	-	1
20	-	-	-	-	-	-	-	1

ACTIVITY 1		ACTIVITY 2		ACTIVITY 3	
YES	NO	YES	NO	YES	NO
16	2	3	1	1	-
17	-	4	-	1	-
17	1	1	-	1	-
14	4	2	1	1	1
3	14	-	3	-	1

Do you know what your duties are as a volunteer for BOSS?

Do you feel you have been adequately trained to perform those duties?

Do you feel adequately supervised as you perform your duties?

Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?

Do you feel burned out by your BOSS volunteer work?

Child Development Services

For what CDS activities do you volunteer?

Activity 1 _____

Activity 2 _____

Activity 3 _____

During the last 4 months, on average, how many hours per week did you volunteer in each activity?

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
30	8	1	2	-	1	-	-	-
19	-	-	-	1	-	-	-	-
19	-	-	-	-	-	-	-	-

ACTIVITY 1		ACTIVITY 2		ACTIVITY 3	
YES	NO	YES	NO	YES	NO
11	3	-	-	-	-
9	2	-	1	-	-
10	-	-	-	1	-
8	3	-	-	-	1
2	10	-	-	-	1

Do you know what your duties are as a volunteer for CDS?

Do you feel you have been adequately trained to perform those duties?

Do you feel adequately supervised as you perform your duties?

Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?

Do you feel burned out by your CDS volunteer work?

For what Army Library activities do you volunteer?

Activity 1 _____
Activity 2 _____
Activity 3 _____

During the last 4 months, on average, how many hours per

week did you volunteer in each activity?

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
(33)	(2)	(1)	(-)	(-)	(1)	(7)	(-)	(1)
(20)	(-)	(-)	(-)	(-)	(1)	(-)	(-)	(1)
(20)	(-)	(-)	(-)	(-)	(1)	(-)	(-)	(1)

ACTIVITY 1

YES NO

(3) (1)

ACTIVITY 2

YES NO

(3) (1)

ACTIVITY 3

YES NO

(2) (-)

Do you know what your duties are as a volunteer for the Army Library?

Do you feel you have been adequately trained to perform those duties?

Do you feel adequately supervised as you perform your duties?

Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?

Do you feel burned out by your Army Library volunteer work?

(3) (1)

(3) (1)

(3) (1)

(3) (1)

(-)(4)

(3) (1)

(2) (2)

(2) (1)

(2) (-)

(-)(2)

(2) (-)

(2) (-)

(3) (-)

(2) (1)

(-)(2)

Section 2. On-Post Programs

Do you participate in other on-post programs that were not mentioned above? (e.g., Wives' Club, Chapel, Red Cross, schools) (317) YES (224) NO (If NO, go to Section 3)

Please specify the particular activity for which you volunteer and indicate how many hours per week, on average, during the last 4 months you volunteered in that activity. Please limit your responses to the three activities where you spend the most time.

During the last 4 months, on average, how many hours per

week did you volunteer in each activity?

Activity 1 _____
Activity 2 _____
Activity 3 _____

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
(9)	(127)	(75)	(28)	(26)	(18)	(8)	(8)	(24)
(7)	(63)	(30)	(16)	(8)	(3)	(2)	(-)	(10)
(3)	(34)	(11)	(2)	(4)	(1)	(1)	(-)	(6)

ACTIVITY 1

YES NO

(315) (7)

ACTIVITY 2

YES NO

(119) (-)

ACTIVITY 3

YES NO

(55) (-)

Do you know what your duties are as a volunteer in these activities?

Do you feel you have been adequately trained to perform those duties?

Do you feel adequately supervised as you perform your duties?

Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?

Do you feel burned out by this on-post volunteer work?

(188) (29)

(194) (21)

(188) (28)

(42) (76)

(109) (8)

(107) (6)

(99) (14)

(23) (93)

(55) (-)

(30) (5)

(5) (4)

(46) (9)

(7) (47)

Section 3. Off-Post Programs

Do you participate in off-post programs? (e.g., Church, Red Cross, schools) (203) YES (30) NO

(If NO, go to Page 9, Section 4)

Please specify the particular activity for which you volunteer and indicate how many hours per week, on average, during the last 4 months you volunteered in that activity. Please limit your responses to the three activities where you spend the most time.

During the last 4 months, on average, how many hours per

week did you volunteer in each activity?

Activity 1 _____
Activity 2 _____
Activity 3 _____

0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
(16)	(109)	(49)	(18)	(15)	(2)	(6)	(3)	(7)
(8)	(42)	(13)	(6)	(2)	(-)	(1)	(-)	(4)
(5)	(11)	(3)	(1)	(1)	(1)	(-)	(-)	(1)

Section 3. Off-Post Programs (cont.)

Do you know what your duties are as a volunteer for these activities?
 Do you feel you have been adequately trained to perform those duties?
 Do you feel adequately supervised as you perform your duties?
 Do you feel adequately rewarded (e.g. a "thanks", a certificate) for your work?
 Do you feel burned out by this off-post volunteer work?

ACTIVITY 1

YES NO

(205) (5)

(190) (18)

(187) (14)

(189) (17)

(25) (182)

ACTIVITY 2

YES NO

(58) (1)

(50) (9)

(52) (7)

(50) (8)

(9) (49)

ACTIVITY 3

YES NO

(18) (-)

(17) (1)

(15) (2)

(14) (4)

(14) (5)

Section 4. Special Event Programs

During the past year, did you participate in any special event programs? (e.g. Christmas Tree Lighting, Old West Week)

(211) YES (299) NO

List the program and specify whether it was on-post or off-post. Indicate the number of weeks you were engaged in the program and the average number of hours each week you volunteered.

How many weeks were you engaged in this program?

	on-post	off-post	1-2 weeks	3-4 weeks	5-8 weeks	9-12 weeks	13+ weeks
Program 1 _____	(170)	(44)	(105)	(40)	(29)	(17)	(20)
Program 2 _____	(62)	(34)	(42)	(23)	(17)	(7)	(10)
Program 3 _____	(26)	(14)	(14)	(12)	(8)	(3)	(6)

On the average, how many hours per week were you engaged in this program?

	0	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22+
Program 1	(6)	(9)	(55)	(17)	(16)	(7)	(5)	(1)	(13)
Program 2	(1)	(48)	(23)	(6)	(7)	(3)	(2)	(3)	(6)
Program 3	(-)	(14)	(7)	(5)	(4)	(4)	(-)	(3)	(4)

Did you feel burned out from a special event/s? Why?

In general, is volunteer burnout a problem for you? (103) Yes (422) No

If yes, is your burnout caused by

- (20) one specific activity
 (21) a combination of volunteer activities
 (65) a combination of all daily activities? (e.g. volunteer work, family, work, church, etc)

What is it about an activity/these activities that you feel causes you to burnout?

How much do you agree with the following statements?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I can depend on being rewarded for what I do in my Army volunteer activities.	(53)	(83)	(160)	(216)	(114)
I feel burnout is a problem for me personally.	(267)	(187)	(80)	(66)	(26)
Whenever I undertake a project, I set very high standards for myself.	(8)	(12)	(48)	(277)	(280)
My volunteer activities often conflict with my family responsibilities.	(151)	(98)	(140)	(104)	(29)
I feel that I make a difference with my volunteer work.	(12)	(17)	(60)	(215)	(240)
If I didn't volunteer for Army activities and programs, my/my spouse's career would suffer (i.e. evaluations or promotions could be negatively affected)	(331)	(144)	(94)	(30)	(17)
I often experience a great deal of difficulty in doing all that is expected of me.	(182)	(205)	(140)	(73)	(26)
My volunteer work makes me feel very good about myself.	(5)	(9)	(62)	(301)	(249)
When I'm asked to do something, I have a very hard time saying "no".	(44)	(135)	(102)	(307)	(139)
I feel that I do as much, if not more, than the paid staff where I volunteer.	(47)	(109)	(252)	(117)	(93)
I follow a cyclic pattern of volunteering, i.e. at one post I volunteer a lot, at the next post not as much, if at all.	(124)	(166)	(230)	(80)	(12)
Volunteering is a financial burden for me, i.e., I have to pay for entertaining, refreshments, etc. out of my own pocket.	(145)	(206)	(153)	(89)	(34)

III. THE MILITARY AND CIVILIAN COMMUNITY

How long have you been living in this community?
(Months)

0	<input type="radio"/>	<input type="radio"/>	0
1	<input type="radio"/>	<input type="radio"/>	1
2	<input type="radio"/>	<input type="radio"/>	2
3	<input type="radio"/>	<input type="radio"/>	3
4	<input type="radio"/>	<input type="radio"/>	4
5	<input type="radio"/>	<input type="radio"/>	5
6	<input type="radio"/>	<input type="radio"/>	6
7	<input type="radio"/>	<input type="radio"/>	7
8	<input type="radio"/>	<input type="radio"/>	8
9	<input type="radio"/>	<input type="radio"/>	9

How long have you/has your spouse been assigned at
this post? (Months)

☐ N/A currently
☐ N/A retired

1	<input type="radio"/>	<input type="radio"/>	1
2	<input type="radio"/>	<input type="radio"/>	2
3	<input type="radio"/>	<input type="radio"/>	3
4	<input type="radio"/>	<input type="radio"/>	4
5	<input type="radio"/>	<input type="radio"/>	5
6	<input type="radio"/>	<input type="radio"/>	6
7	<input type="radio"/>	<input type="radio"/>	7
8	<input type="radio"/>	<input type="radio"/>	8
9	<input type="radio"/>	<input type="radio"/>	9

Are paid jobs plentiful in this community?

(210) YES (450) NO

In what type of housing do you live?

(210) On-post government housing (115) Off post (rent)
(58) Off-post government housing (23) Other _____
(186) Off post (own)

Of all your close friends, which
one of the following categories
would most of them fit into?

(436) Army friends
(127) Off-post civilian friends
(119) Back home civilian friends

Where would you currently most like to live?

- (264) On-post government housing
(42) Off-post government housing
(274) Off-post (own)
(67) Off-post (rent)
(30) Other _____

Where do you usually attend religious services?

- (168) I do not attend religious services
(285) On-post
(232) Off-post

Please use the following scale to indicate how much you agree with the following statements:

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

	1	2	3	4	5
I love being in the Army / being an Army spouse	(25)	(42)	(159)	(253)	(186)
Our command strongly supports volunteers	(29)	(50)	(178)	(264)	(165)
I strongly object to my/my spouse's being away from home all the time on deployments, training, etc.	(85)	(156)	(233)	(71)	(52)
I feel volunteer burnout is a serious problem at this post	(91)	(131)	(236)	(100)	(53)
I/my spouse should leave the Army at the very first opportunity	(236)	(166)	(165)	(49)	(35)
Volunteer work is part of being a member of the military community	(31)	(44)	(173)	(238)	(121)
The Army is using volunteers to replace the military and/or paid civilian eliminated through downsizing	(43)	(90)	(203)	(197)	(138)
There is sufficient paid staff in the organization where I volunteer to get the work accomplished	(101)	(188)	(245)	(97)	(21)
Where I volunteer we have adequate money for volunteer tokens of appreciation, supplies, treats, etc.	(96)	(120)	(255)	(160)	(31)
The Army expects too much of its soldiers' spouses	(50)	(180)	(257)	(129)	(55)
The facilities where I volunteer are excellent	(33)	(80)	(240)	(219)	(94)
My commander is very supportive of me	(12)	(11)	(11)	(16)	(3)
The other volunteers in the organization where I volunteer include me as a team member.	(12)	(11)	(11)	(16)	(3)
There are sufficient volunteers where I volunteer to get the work accomplished.	(59)	(168)	(188)	(208)	(45)
My commander's spouse makes it clear that unit spouses are expected to volunteer in some capacity.	(157)	(183)	(251)	(42)	(13)
The organization where I volunteer makes me do the "scut work"	(207)	(193)	(213)	(22)	(17)
The Army takes advantage of spouses by pressuring them to volunteer	(151)	(175)	(238)	(79)	(23)

Please use the following scale to indicate how satisfied you are with the following:

Extremely Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Extremely Satisfied
1	2	3	4	5

	1	2	3	4	5
The respect the Army shows spouses	(50)	(146)	(201)	(230)	(42)
The concern your/your spouse's unit has for families	(50)	(74)	(175)	(261)	(94)
The kind of family life you can have in the Army	(35)	(93)	(179)	(293)	(61)
The concern the Army has for single soldiers	(39)	(79)	(282)	(227)	(34)
The Army as a way of life	(30)	(63)	(164)	(335)	(78)

IV. YOUR GENERAL HEALTH

Have you had any of the following HEALTH problems DURING THE PAST MONTH? (Mark all that apply)

- | | | | |
|----------------------------|--------------------------------|-----------------------------|-----------------------|
| (50) Flu | (45) Back problems | (33) Constipation | (22) Chills/fever |
| (74) Head colds | (37) Allergies | (35) Skin rash | (14) Hoarseness |
| (190) Sinus troubles | (106) Stomach-intestinal upset | (59) Menstrual difficulties | (8) Heart problems |
| (89) Sore throat | (115) Muscle aches or cramps | (43) Eye/ear/nose problems | (85) Weight loss/gain |
| (18) Difficulty swallowing | (110) Aching joints and bones | (43) Cough | (41) Dizziness |
| (382) Headaches | (22) Urinary infections | (42) Blood pressure | (45) Other |

Please use the following scale to answer the questions below:

1=None 2=Slight 3=Moderate 4=High 5=Very High 6=Extremely High 7=Does Not Apply

What LEVEL OF CONFLICT/STRESS are/were you experiencing...

now in your volunteer work?

now in your family/personal life?

a year ago in your volunteer work?

a year ago in your family/personal life?

1	2	3	4	5	6	7
(29)	(12)	(10)	(30)	(20)	(25)	(66)
(69)	(215)	(45)	(59)	(42)	(40)	(20)
(282)	(147)	(81)	(38)	(18)	(20)	(91)
(175)	(219)	(125)	(70)	(35)	(48)	(12)

For each statement, which best describes how often you felt or behaved this way- DURING THE PAST WEEK?

Rarely/NONE of the Time
(Less than 1 day)

1

Some/Little of the Time
(1-2 days)

2

Occasionally/ Moderate
Amount of Time (3-4 days)

3

Most/All of the Time
(5-7 days)

4

I could not get going.

I was bothered by things that usually don't bother me.

I did not feel like eating; my appetite was poor.

I felt that I could not shake off the blues even with help from my family or friends.

I felt that I was just as good as other people.

I had trouble keeping my mind on what I was doing.

I felt depressed.

I felt that everything I did was an effort.

I felt hopeful about the future.

I thought my life had been a failure.

I felt fearful.

My sleep was restless.

I was happy.

I talked less than usual.

I felt lonely.

People were unfriendly.

I enjoyed life.

I had crying spells.

I felt sad.

I felt that people disliked me.

1	2	3	4
(40)	(195)	(64)	(19)
(401)	(146)	(76)	(22)
(517)	(123)	(41)	(19)
(518)	(109)	(48)	(21)
(73)	(38)	(142)	(442)
(316)	(210)	(71)	(19)
(467)	(162)	(48)	(21)
(442)	(156)	(62)	(36)
(65)	(73)	(228)	(330)
(605)	(50)	(24)	(17)
(545)	(103)	(36)	(12)
(298)	(227)	(101)	(65)
(37)	(70)	(214)	(710)
(431)	(159)	(85)	(18)
(423)	(167)	(66)	(38)
(496)	(128)	(47)	(21)
(39)	(70)	(194)	(386)
(536)	(85)	(35)	(15)
(450)	(172)	(50)	(17)
(511)	(82)	(24)	(15)

Additional Comments

If you would like to make any comments on volunteerism or any other Army topics of concern to you and your family members, please write them in the space below.

Thank you for completing this survey!

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